

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE



RYERSON'S WILLIAM SEYMOUR, JR.: "The high standard of living enjoyed in America can continue only if the American Free Enterprise System is preserved." (Photo by Koehne)

APRIL 1950

FORTY CENTS

Deception!

AS Henry J. Taylor says: "The war has been over nearly five years. Again and again the proposal that taxes come off, as promised, has been vetoed.

"At this very moment the proposal is merely to reduce them—and only a few of them at that—while still stalling on the promises so eloquently made to the people of this country ****. Meanwhile, a counter measure to increase so-called corporation taxes is proposed, to make up the difference. The suggestion sounds painless to you or me and our purse. But, again, we all get hit in the eye—and all business and jobs are hurt too.

"For the simple truth is that a corporation does not pay taxes. A corporation is not an impersonal entity. A corporation is only a method. It's a method by which people pool their savings.

"A corporation is people. The corporation only collects the tax at whatever rate the government demands.

"People pay every penny. But the proposal is not made to sound like this—so buried is the truth."



WHEN a corporation pays taxes, those taxes are a part of the cost of doing business. And the customers or consumers of the goods are the people who "pay every penny". This in reality, is us . . . for we're all somebody's customer. We're the people who buy the products and have to pay the price that includes those large taxes, levied by our government "friends". Yes, sir, anyone can be a stockholder, consumer and worker in the U. S. A., but by being any or all of the three, you have to pay the taxes that support government spending.

Of course, we all understand that to have a government, we must pay in some way for the services rendered, but unnecessary governmental expenses are excessive burdens put upon the taxpayer and, of course, the customers in our business do not approve of unnecessary or wasteful expenditures. If they have the right to criticize us in business then we, too, have a right to criticize the operations of our government divisions that do not live within their budgets. No American citizen would try to talk against good, legitimate taxes that are spent in contributing to the betterment of his welfare or the community's welfare. That is money well spent. We have to watch this particular point when we begin to argue about what is the fair proportion of wages that should go into taxes to support the type of living we are accustomed to in the United States of America.

For reasons stated, you should be interested in just how much tax you are paying, what that tax money is spent for, and how many times you are being socked double! You pay taxes on your own home or in the rent you pay as a tenant. You pay taxes on your wages, then taxes on everything you buy—hidden taxes a-plenty! Where is it all going? That's the question . . . you find the answer.

Our bosses, the customers, do not like it any better than you. Neither does the corporation like it, but we all have to pay . . . and pay . . . and pay.

WHAT FOR?

F. H. Ireland

General Manager



Irwin Lamp, Editor
Carroll Steve Slick, Public Relations Counsel
Paul E. Sterner, Consulting Art Editor
William Levy, Ph.D., Educational Editor
R. F. Monsalvage, Jr., Editorial Assistant
Eldon Frye, Cartoonist
Jean Adams, Director Adv. Production and Sub-scriber Relations

CONTRIBUTING EDITORS—Fred G. Clark, general chairman, American Economic Foundation, New York; Channing R. Dooley, president, Training Within Industry Foundation, Summit, N. J.; L. Clayton Hill, professor of industrial relations, University of Michigan; Harry P. Jeffrey, legal counsel, National Association of Foremen, Dayton; W. E. Landis, industrial relations director, Briggs Manufacturing Co., Detroit; Louis W. Lerda, Elizabeth, New Jersey; Charles A. McKeand, director of employment relations, Merchants & Manufacturers Assn., Los Angeles; W. J. Mowery, foreman, Columbus Auto Parts Co., Columbus; Richard S. Rimanoczy, program director, American Economic Foundation, New York; Whiting Williams, employed relations counsel, Cleveland.

BUREAU EDITORS—Midwest: C. C. Akridge, 11 S. La Salle St., Rm. 1232, Chicago 3—Andover 3-6225; West: Roy Bell, 725 Spring St., Rm. 200, Los Angeles—Tucker 4727.

ADVERTISING—Carroll Steve Slick, 2038 Spruce St., Philadelphia; L. F. McClure, 814 N. Tower Court, Chicago (Superior 7-1585).

Cover

In high business councils in Chicago particularly, and across the nation generally, the name of Ryerson has long carried with it an uncommonly high esteem and respect. In recent years when, after investigating activities which resulted in extension of educational management clubs, the Joseph T. Ryerson & Son, Inc. approved the idea of such an organization among their supervisory people, The National Association of Foremen stood to gain helpful recognition.

After the Ryerson club was initiated, both the Company and the members found it worth their while to make important contributions to the progress generally of the management club activity.

You will be interested in knowing something of one of the Ryerson executives whose earlier explorations resulted in his Company's approval for participating in this phase of management activity. His name is William Seymour, Jr.

Mr. Seymour graduated from Sheffield Scientific School of Yale University 1913; been with Joseph T. Ryerson & Son, Inc. 32 years, starting in Industrial Engineering Department as time study engineer; served over two years in Field Artillery (World War I) part of which was overseas; returned to Ryerson's in 1919, was put in charge of the Industrial Engineering Department of Glyco Foundry; in 1920 appointed warehouse superintendent, Chicago plant; 1927 became operating superintendent and in 1936 named general superintendent, Chicago plant; 1940 became manager of labor relations all Ryerson plants in addition to his other duties; 1945 made assistant vice president in charge of operations and January 1, 1949 elected vice president in charge of operations and service at all plants; July 1949 elected a director of the Company.

Vol. II No. 8

MANAGE

April 1950

Presents:

(Reg. U. S. Pat. Off.)

The Fault Lies More With Us (Employee Relations) by T. E. Springer	5
Discipline . . . A Prerogative or a Duty of Management? by James A. Patterson	6
'Blind Dates' Pay Off (Plant Housekeeping) by Francis J. Macano	8
Are Your Branches Drooping (Public Relations) by R. H. Conner	9
Defeat Through Victory (Economics for Miners) by Clark & Rimanoczy	11
Economics by Clark & Rimanoczy	11
Human Relations by Levy	17
Labor Relations by McKeand	19
Supervisory Training by Lerda	14
Washington by Jeffrey	4
Calendar	18
Editorials	12
Industry . . . at Work	33
Management News	21



Dooley



Hill



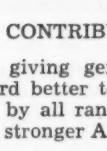
Mowery



Clark



Williams



McKeand



Lerda



Rimanoczy

CONTRIBUTING EDITORS

. . . giving generously of their time toward better teamwork and performance by all ranks of management . . . for a stronger American system.



Landis



McKeand



Lerda



Jeffrey

MANAGE is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN, as its only official publication. Entered as second-class matter September 2, 1948 at the post office at Columbus, Ohio under the Act of March 3, 1879. Printed in the U.S.A. Publication office 364-386 S. Fourth St., Columbus 15, Ohio. Editorial and executive offices: 321 W. First St., Dayton 2, Ohio. Copyright 1950 by The National Association of Foremen. Subscription rates: Annual U. S. \$4.00; foreign \$6.00; single copy 40¢ except November convention issue for which \$1.00 to non-subscribers. Annual subscriptions (U.S.) in lots of 50 to 500: \$3.00; 500 to 5000: \$2.50; 5000 and over: \$2.25.



THE NATIONAL ASSOCIATION OF FOREMEN

B. A. HODAPP, President
RAY ARDUSER, First Vice President

JOSEPH E. COX, Secretary-Treasurer
J. E. BATHURST, Executive Vice President

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

It's 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.

HOW TO DESIGN EFFICIENT LAYOUTS

for large and small plants



THE tested procedures outlined in this book enable you to solve more effectively both ordinary and out-of-the-ordinary problems associated with making changes in existing layouts — revising a section of a plant—locating new machines —planning a new line to flow into a main assembly line—altering the layout and sequence of operations in an assembly plant, etc.

DESIGNED to answer the everyday questions of the industrial engineer, this book reflects the practical experience of many companies in developing more efficient layout techniques. Here are the latest practices, methods, organizational systems, and visual aids required for planning layouts that produce dollars-and-cents results.

JUST PUBLISHED!

Layout Planning Techniques

By John R. Immer

Asst. Professor, Industrial Management,
University of Minnesota

McGraw-Hill Industrial Organization
And Management Series

430 pages • 6 x 9 • \$5.00

FROM its initial definition of layout planning to its specific study of actual "case histories", this book brings you help in planning efficient layouts and in selling them to management.

Some of the features of this book:

- Provides a new approach to materials handling with emphasis on methods, techniques, and organization . . .
- Applies planning techniques to every type of business . . .
- Reflects practical experience of individual companies . . .
- Stresses presentation . . . how to gather basic information . . . how to construct and use scale models . . .
- Covers assembly-line layout in detail . . .
- Illustrates principles with case histories, etc., etc.

SEE THIS BOOK 10 DAYS FREE



McGraw-Hill Book Co.,
330 W. 42nd St.
N. Y. C. 18, N. Y.

Send me Immer's LAYOUT PLANNING TECHNIQUES for 10 days' examination on approval. In 10 days I will remit \$5.00 plus a few cents for delivery, or return the book postpaid. (We pay for delivery if you remit with this coupon; same return privilege.)

Name _____

Address _____

City _____ Zone _____ State _____

Company _____

Position _____ MAN-Apr. '50

This offer applies to U.S. only



We Look At

WASHINGTON

Edited By

Harry P. Jeffrey NAF Legal Counsel

There's A Politician
In Your Future

FOR many years, New York City was recognized as the financial and business capital of the nation. It may still be the financial capital, but if you are looking for controlling events and developments today, you look to Washington. Witness the developments in the coal strike which almost had the country by the throat.

The section of the Taft-Hartley Act dealing with emergencies is only a small portion of the bill. It probably is the part best known to the public, however, and the public is inclined to judge the merits of the entire bill by this section. This is because both the friends and foes of the Act have joined issue so often on the emergency injunction provisions that the public has come to regard this as the key feature.

The handling of the coal strike by the administration undoubtedly has done much to discredit this emergency section of the Act in the public mind. President Truman's critics charge that he deliberately set out to prove the Act unworkable. They say that he waited until the country was in the grip of a first class industrial catastrophe before acting. They further charge that when action was taken by the Attorney General, much important and available evidence in regard to the activities of John L. Lewis and the miner's union simply was not presented to the trial judge. Friends of the president reply that you cannot mine coal with an injunction.

Whatever the motives involved, it is clear that the emergency section of the Taft-Hartley Act, as utilized by the administration in the recent coal strike, was not effective. President Truman did use this section of the Act on 7 other occasions in a period of less than three years with a considerable degree of effectiveness.

The administration did prepare a mine-seizure bill. Either through accident or design, this bill did not provide that the provisions of the Taft-Hartley Act should be applicable in the event of a seizure. In other words, the administration agency which might have been designated to operate the mines would not have been bound by the existing law of the land covering relations between employer and employee. On the contrary, the measure provided that the president would have authority to determine to what extent employees in the mines should be deemed federal

employees. What did this mean in terms of foremen and supervisors? In 1946 when the mines were seized and were operated by Julius Krug, then Secretary of the Interior, that administration official went much further than the National Labor Relations Board had ever suggested in attempting to blanket supervisory personnel into collective bargaining agreements which he negotiated with the Mine Workers' Union. And of course those agreements were in effect when the mines were handed back to private ownership.

Perhaps one of the reasons that the mine owners came to a rather swift agreement with John L. Lewis was the very imminent administration threat of mine seizure with the knowledge of all that could mean. Prior to the enactment of the Taft-Hartley Act, a vigorous effort had been made by the United Mine Workers to organize mine foremen and other mine supervisors.

It is an oft-repeated truism that no law is self-executing. Laws regulating the sale and consumption of liquor, gambling, and laws passed by the various states and the federal government to protect the public in connection with the sale of stocks and bonds are only as good as the enforcement behind them at a given time. Whatever our sympathies may be, it is bad government to flaunt or wink at the enforcement of any law. If it is on the statute books, it should be enforced. If it does not meet with the approval of a majority of the people, it should be repealed.

The National Labor Relations Board is currently passing upon several decisions important to foremen and indeed to all ranks of management. Recently the Board found the International Typographical Union and a number of its locals guilty of violating the Taft-Hartley Act by causing employers to retain or hire foremen who belonged to the typographical union. As you know, the Act specifically exempts supervisors as therein defined from the special protection which the Act affords. In spite of this, the union was attempting to force the printing industry to operate with union foremen in its composing rooms. The Board found that composing room foremen are management representatives for the purpose of adjusting grievances and therefore not covered by the Act.

The union was not satisfied with this decision, and through its attorneys filed motions to have the Board reconsider its

(Continued Page 32)

The Fault Lies More With Us . . .

By T. E. Springer

Manager, El Segundo (Cal.) Plant, Douglas Aircraft Company

THE future of most industrial plants rests heavily upon its management group—foremen, supervisors, executives. However, there is another very important group in the plant—the hourly employees. What I wish to discuss is the relationship between the management group and those others doing the actual work.

Better employee relations means higher productivity, superior quality, a better plant. I sincerely believe that this vital employee relations field is the area in which we can improve most in the future.

Research has shown that only five per cent of workers are chronic malcontents. Therefore, if the average worker is suspicious of management and believes we want to grind out his life blood something is wrong. And we had better find out the cause.

What is wrong? That is something for each of us to think about. Each of us should examine himself. In my own pondering, I am convinced that the fault lies more with us than with the other employees.

A well-known industrial psychologist spent 10 years studying reactions of 180,000 employees. He found that U. S. industry generally gives its workers material benefits in such bounty as to leave little cause for complaint. However, in nearly all the 127 plants he found the worker was frustrated, felt he had no identity. It is this feeling we must combat through better leadership. Employees' efficiency fluctuates according to the way they feel.

How are we to go about improving employee relations? In our situation at Douglas we do not have complete access to a common supervisory tool: if a man improves give him a raise. This method is out because about 90 per cent of our hourly workers are at the top of their classifications. Thus, our supervisors have the assignment of getting and keeping top production without employing monetary incentives.

This poses a very tough problem. The nature of the situation inevitably leads us to the employee relations angle and re-emphasizes its vital importance.

For your consideration, here are a few possible lines of action:

MANAGE April 1950

Douglas' Springer: "Recognition of good work gives weight to criticism, when deserved" . . . Manager of Douglas El Segundo (Cal.) Plant, Mr. Springer was Company's first test pilot; aviation pioneer who came from the Glen L. Martin Co., he's an "original" Douglas employee.

Communication in an organization is like water—it flows easily downhill. The worker is swamped with rules, instructions, requests. Many don't make sense to him, being inadequately explained.

The employee's point of view flows up to management only under extreme pressure. We are not sufficiently conscious of his reactions. Undoubtedly we make needless mistakes, affronting his dignity as an individual, and, from his view, apparently do consider him to be a mere number instead of a person.

We must try harder to achieve more "meeting of the mind" with them. This doesn't mean that we have to "give them the plant" or relax discipline. It is, in most cases, the *manner* in which we solve problems.

A frequent misunderstanding stems from the notion that management's interests and those of workers are opposed. *This is not true*, although that idea is promoted by some groups. The fact is our interests are identical. We all feed from the same trough.

Too often the only time the employee hears from the boss is when something goes wrong—good work, apparently, from the employee's point of view, being unnoticed.

Of course you do notice it, and appreciate it, because your own effectiveness depends upon the performance of your people. But too often we fail to let the employee know what his good work means to us.

Giving a deserved compliment doesn't mean you are soft. In fact, recognition



of good work gives weight to criticism, when deserved.

There is no quicker way to get yourself rated as a "stinker" than to give criticism only. From your employees you will get only a superficial cooperation. Each will tend merely to stay out of trouble, won't do his best.

Giving orders so that they are understood, in a way that the employee doesn't resist, is in itself an art. Ability to give orders intelligently is a prime requirement in good leadership.

Here's a suggestion that may apply in some cases. If it takes you three minutes to describe an assignment to an employee, take four minutes instead. Spend the extra minute indicating the *reason*—its importance. You may find the employee may take only three hours for the job instead of four.

At every opportunity we all should sell our company and our particular plant to our people. Every employee should be proud to work there, if it is a well managed plant. Pride in the plant and interest in the job combine to make a terrific force.

Is the record of your plant an enviable one? Is your present position in your industry high? Do you play "second fiddle" to no one in design, quality, cost? If so, you have much to be proud of, and I know you feel that pride strongly.

Let's try, then, continuously to communicate that feeling to the other employees. They should feel it as strongly as we in management, because certainly some of the credit is theirs.

We have many people in industry with fine job interest and morale. Here is a letter from a woman in an assembly department at Douglas to her leadman:

"Monday evening

"I'm sorry to let you down on this week's work, but it can't be helped, I guess.
(Continued Page 31)



DISCIPLINE

...A Prerogative or a Duty of

IT is a generally accepted responsibility of management to establish and maintain a safe, orderly and pleasant work environment as a basic factor in good employee morale. Conscious of their responsibility, the Foremen's Forum group at the Barberton Works of The Babcock and Wilcox Company proceeded to evaluate the problem in an attempt to clarify the situation through the installation of a uniform program.

Through our bi-weekly meetings we found that discipline as a problem of management tends to dove-tail with all other problems and it was necessary first to project the entire management picture as it relates to the worker.

Management's Responsibility . . . Industry proceeds from the joint investment of American labor and American management. Together these two economic elements blend to form the third entity, American enterprise. Because this joint effort must be perfect in order to establish enduring harmony and an appreciable rate of production, it became our endeavor to utilize every opportunity to develop satisfactory relations between management and labor.

The first point on which we agreed was that in the attainment of this goal management must make every device available to guarantee the worker's satisfaction, to himself, and to us. As a means toward this end the following program was suggested: jobs should be analyzed to determine their nature and requirements; pre-employment tests and interviews should be implemented; proper methods and procedures, benefitting both management and the employee, should be followed; suitable physical conditions of working environment should be provided; job training to eliminate confusion on certain job assignments should be instituted; and good employee motivation and morale incentives should be offered.

Employee Motivation . . . The problem of "employee motivation" has long been bandied about by employers. During the recent war every conceivable device from serving orange juice at "ten and two" to the occasional handing out of theater tickets, served this end. The basic fallacy was that some policy-making executives sought to provide incentives without first investigating how the employees felt about the matter. A thorough analysis of this subject conducted among union employees as early as 1936 revealed that the most important man-



Here part of the Babcock & Wilcox foremen's group formulates the company rules of disciplinary action (from left): H. G. Lane, assistant superintendent of production; Clayton Carl, foreman, Sheet & Structural shops; J. S. Golden, Materials department chief; C. H. Foot, foreman, Header Machine shop; Mr. Patterson; H. R. Ramskogler, foreman, Millroom; Clarence Smith, foreman, Toolroom; F. S. Susick, foreman, Tube Division; F. P. Langguth, foreman, Machine shop.

agement policies in the eyes of the worker, were:

- a) fair adjustment of grievances
- b) steady employment
- c) safety
- d) adequate pay
- e) adequate working conditions

Jumping a decade, a study conducted by Elmo Roper in 1946 at a leading oil company and set forth by Stuart Chase, reveals the four cardinal human desires which come out strongly in all surveys of employee opinion. They are:

- a) economic security
- b) a chance to better oneself
- c) to be treated like a person
- d) to feel one's job is important to the community

Neither of these surveys, be it noted, makes any mention of a worker-desire to share in management. In those cases where management has assumed this to be a worker objective and has made it the subject of experimentation, the expected unity of opinion has not developed. The mistake in these cases has stemmed from management's failure to differentiate between what it has felt is the employee's desire to manage, and what we recognize today as merely his burning desire to have his problems recognized.

Authenticated statistics reveal the relationship between the employee and his superiors is more important for the morale, the individual happiness and productivity of the worker than are any other presupposed factors. It follows, then, that the operation of discipline in the plant is a vital issue as far as the employee is concerned and also the management because of its relation to efficient production.

Discipline Important Aspect of Morale

. . . Most humans function better under a disciplinary regime than if we are permitted to do as we choose. Discipline represents the conduct of the group under an accepted set of regulations and is certainly necessary to insure that each member will continue to work for the good of all, and will not transgress the rights of others.

In our forum discussions we sought to avoid the use of the word "discipline" for it bears all the unfortunate connotations placed upon it by a rapidly-disappearing generation which regarded it as a punishment medium. It was the old "school marm" act of rapping the knuckles with a ruler. Today, however, the "new look" discipline is part of an efficiency program which finds no room for vindictive feelings, but rather effuses from the principle of

uty of Management?

By James A. Patterson, Manager of Industrial Relations
The Babcock & Wilcox Company

"cause and effect". A simple illustration is the burned child who henceforth avoids the hot stove. No salutary remarks from mother are required; no need to send junior upstairs without any dinner. The child has learned through the process of self-education that nature has its disciplines, and they must be respected. The "effect" has made it respect the "cause."

A further aspect of the "cause and effect" idea is that in the field of corrective discipline, penalty results from infraction. Also important to remember is that infraction often follows personal problems. Rarely do employees deliberately commit a misdeed. On many occasions the employee brings his worries from home into the shop with him. We must recognize that an employee is not a piece of machinery that stops and goes automatically day-in and

day-out. He spends a relatively large portion of his time on company premises and as a consequence feels he has a right to expect a certain amount of consideration with his personal problems. By this, we do not feel that the company is obliged to help him live his life, but by displaying a genuine interest in his welfare, it will help him to develop that larger attitude which results in higher job satisfaction and better job performance.

One Set of Rules Necessary . . . Discipline protects the best interests of both the work force and the company when properly applied and not confounded by a multitude of regulations. "The fewer rules the better" should be our motto in making a positive approach to this problem. By formulating a general policy for the governance of conduct which can be advanced upon its merits and uniformly applied, we can then reasonably expect the optimum in cooperation from our personnel.

We might compare this general policy of conduct to our moral code. In the United States, our conventional way of life is pretty generally determined by the Mosaic law: the Ten Commandments. Rarely do we hear them mentioned in the casual course of living; yet, public condemnation may be expected if one persists in violating them.

In the plant there is an acknowledged way of doing things, accepted and agreed upon by all. Any tendency of an employee to disturb this general pattern of conduct will be resented by his immediate associates, and disciplinary action will be expected as a consequence. Thus, we achieve management by exception rather than management by rule.

Plants which have an apparently large amount of misconduct, and as a consequence, suffer from the cost of high turnover, low morale, and an inconsistent output in production, might profit by taking an inventory of their disciplinary program. As a first step they should check its application to the higher brackets of management. The American workman has few feelings

of social inequality and, therefore, can be expected to resist compliance with any regulations which the "big fellows" are not called upon to observe. Certainly good leadership doesn't recognize two sets of rules. Overall conformity is a "must" in any good disciplinary code.

Establishment of Formal Rules . . .

Our next step centered on the necessity for the coordination of all departments and workmen under a single uniform program. At our plant this became imperative when we were placed in the embarrassing and unenviable position of not being able to support the decision of a foreman who had meted out corrective discipline without first checking with the labor relations department with respect to "practice". The disciplined employee brought forth a grievance. The basis of this complaint, while inferentially admitting the offense, was founded upon the inconsistency of disciplinary concepts through the various shops or departments. As a consequence, a management memorandum was issued to all department heads which urged that all disciplinary procedures be checked with the labor relations department before being set in motion. In this way, functional uniformity was achieved.

It is important that when a regulation has been breached without the presence of extenuating circumstances, that the penalty be applied promptly. Other employees will observe if a delinquent is not properly disciplined, and their morale will suffer accordingly.

One point to remember throughout the entire disciplining program is to promptly obtain all the facts concerning any rule infraction which occurs, try to see the entire picture, and maintain a judicial viewpoint. Above all, personal feeling must be sifted out of the issue. Having thus arrived at a decision, we should promptly assess the proper penalty if one is required.

Management Alone Responsible for Disciplinary Program . . . We feel that the question of whether management

(Continued Page 31)



"The protective function of the union tends to make it ineffective as a disciplinary agent," says Mr. Patterson . . . Allegheny County, Pennsylvania born; B.S. & LL.B. Univ. of Pittsburgh; formerly exec. secy. American Refractories Inst.; to Babcock & Wilcox 1940 and progressively schedule engineer, expeditor, foreman, asst. employment manager, labor rel. counselor and now manager of industrial relations. Active in church, fraternal organizations.

"Rules should be reasonable, and I can't think of a better way of making them so than by periodically consulting the men who must put them into practice—the foremen."



"That's good!"



"That's bad!"

Francis J. Macano earned tuition and living by bartering while attaining his B. A. Degree, University of Buffalo. Came with Pratt & Letchworth Company (1937) as apprentice core-maker; transferred to Laboratory as routine chemist; assistant chief metallurgist in charge of radiography equipment since 1942.

IT is our intention at Pratt & Letchworth to give the same attention to safety and housekeeping that we do to production, in the belief that production, safety, and housekeeping should go hand in hand.

For years we have had a definite housekeeping program which has been changed slightly from time to time due to experience.

In addition to attention given this subject by departmental supervision, monthly inspections are carried on covering both safety and housekeeping. The Inspection Committee is composed of two representatives from management and two appointed by the union. In addition, the safety engineer is chairman of the Committee and a permanent member.

Each member of the Committee serves two months. The rotation is such that each month one labor representative and one management member are dropped and two new members come on. In this way, a considerable number of employees have participated as members of the Committee. On the inspection made during his second month, a member can observe what has been accomplished as a result of the previous month's inspection and can give due credit for improvement.

Date and time of inspection is set by the Safety Office and members of the Committee are advised late in the afternoon of the day preceding the inspection in order to avoid the possibility of one department having the advantage of knowing about the inspection and preparing for it at the last minute—a sort of "blind date" arrangement.

The Committee meets in the Safety Department where a brief outline is given as to procedure, and each member is supplied with a loose leaf book in which to make notes.

Tour is made of the plant, after which the Committee returns to the Safety Department and each member indicates

on a form provided the percentage rating for each department according to his judgment. Members of the Committee rate all departments excepting their own. The average ratings of the Committee for each department are then arranged in order according to the highest percentage down to the lowest percentage.

Department receiving the highest percentage is awarded the "high hat," our symbol of the highest rating. A sign is also prepared on a 24 by 36 inch poster which reads:

Maintenance

After completing a tour of the plant today, it is the opinion of this Committee that the above department was in the best order.

(Signed by each member of the Committee)

This notice and the high hat are placed on an easel and exhibited in the department for a period of one week.

The department having the lowest percentage is awarded the "brown derby." This derby and a permanent sign are placed in the department on an easel at the most disorderly location that is directed by the Committee. The sign on this easel reads:

Order

A place is in order when there are no unnecessary things about and when the necessary things are in their proper place. NO in this instance means NONE, NOT EVEN ONE.

(Signed—P&L Inc.)

I might add that the idea of the brown derby and high hat were proposed by the foremen many years ago and excites friendly rivalry in promoting our housekeeping program. You can be sure that the department getting the brown derby one month will correct their mistakes and show a great improvement the following month.

At the meeting in the Safety Department after the plant tour, all slips containing notes of items of interest noted by each Committeeman during the plant tour, are turned over to the safety engineer who reviews them while the full Committee is present, after which

(Continued Page 33)

'BLIND DATES' PAY OFF

By Francis J. Macano, Assistant Chief Metallurgist, Pratt & Letchworth Company

ARE YOUR BRANCHES

Increasing self-government of subsidiary plants is the most compelling reason for public relations programs tailored to fit local needs.

By R. H. Conner, Account Executive, Ketchum, MacLeod & Grove, Inc.

NOT long ago a 50-year-old company, pre-eminent nationally in its field, learned through an opinion survey that its principal product rated a poor third in one of its major plant towns.

Absence of any competitive manufacturing operation in the vicinity made the survey results even more dismaying. Obviously it was a case of reputation affecting sales.

The pollsters found that townspeople thought the plant was a "sweat shop" that paid low wages and offered no employee benefits. The absolute opposite was true . . . but it took nearly two years of intensive public relations effort to convince the public.

It was an opportunity that seldom occurs for a public relations director or professional counsel. It was one of the few tangible instances where results of rebuilding a reputation could be measured in sales.

The problem was not solved by any public relations magic. It was solved by a program which began with employees, and gradually seeped into the community. Dealers handling the company's products in the area were given considerable assistance by public relations staffmen. When the program reached high gear, a civic or service organiza-

tion was having lunch at the plant about once a month, and favorable stories about company activities were appearing in the local newspaper every few days.

Before the intensified effort had been completed, the smile had returned to the salesmanager's countenance, labor relations were greatly improved, and the company had apparently regained its stature in the community. Results were so obvious, in both sales and public acceptance, that management decided a second survey was unnecessary.

To many this may seem to be an isolated incident, not typical of large scale public relations operations. Actually, the opposite is true.

It is common knowledge that the most successful programs today are the handiwork of experienced public relations men who hold high seats in their companies, or professional counsel which is functioning at top management level.

There is no alternate formula.

Although management has been cognizant of the human relations problems created by expansion and decentralization of plant facilities, there has, however, been a tendency to lose sight of the essentials while concentrating on a

drooping?

broad, high level public relations program. Companies which have realistically faced community and employee relations problems in plant towns are not overlooking the need for adequate public relations services for branches and subsidiaries.

Many public relations executives in corporations will tell you that one of their principal obstacles today is implementing headquarters policy down through the various segments of their own organization.

Expense alone may decide whether your company conducts a headquarters program of public relations—or one which fans out like a huge sales force to give full and lasting impact. One of the best selling points for grass roots public relations is a highly successful program currently being conducted at the dealer level for a leading car manufacturer. The program augments an extensive national public relations effort.

Sometimes it requires an incident—or a survey—to convince management that grass roots public relations is the ingredient which finally determines the success of an over-all program.

Or it may be a plant manager—like



Mr. Conner: "There is no magic to plant town public relations."

R. H. Conner is account executive with Ketchum, MacLeod & Grove, Inc., Pittsburgh, which firm is public and industrial relations counsel for many industrial and consumer companies. Among them is Westinghouse Electric Corp. and Mr. Conner is account executive on that account. He was formerly on public relations staff of The Goodyear Tire & Rubber Co. and had been executive secretary of Goodyear's Labor Management Committee.

Cases cited in the article are from actual experiences of Mr. Conner and other account executives in the firm, all with respect to major corporations with 10 or more subsidiary plants. For obvious reasons, these could not be fully documented.

the one we'll call Ed Smith here. Ed manages a major plant in the Midwest for one of the country's big companies. Ed has a keen insight of effective plant town public relations. He's been plugging at every opportunity for trained personnel to carry out his plan. Eventually he will win his point, and a lot of other plant town managers will benefit through the adoption of a company-wide program.

Of course the problem may become more acute—like inability to recruit adequate employees in a plant town where a labor shortage does not exist. Naturally, when top management heard of this condition, the plant manager soon had a public relations man on each knee. In this case the company had been lax on a number of counts. Public relations men made no effort to regain the confidence of employees and people in the community until corrective measures had been completed at the plant. Once the company had eliminated the things for which it had been criticized, the program moved ahead in the same manner and with success paralleling the case first mentioned.

Those few companies which have outstanding community and employee relations programs are doing a job with employees, stockholders, dealers, community thought leaders, customers and the general public in each operating community.

Their efforts in plant towns are continuous and not sporadic. Their plant public relations man gets the same nod as the plant manager. Where the plant is small, the public relations man usually has other responsibilities. He may be a member of the personnel department. If there is a house organ, he probably edits it, too. He is a specialist who not only interprets company policy, but who also helps to formulate it.

Many plant town programs, however, have turned out to be mere trouble-shooting jobs by a headquarters specialist.

A study of several plant town surveys, made for companies not pursuing an aggressive plant town program, revealed a general lack of knowledge of the company and its part in the community's social and economic life.

Analysis of one company's part in a cooperative public preference survey, conducted by a national polling organization for eight of the nation's leaders, gives further evidence of plant town influence. This particular company attained its greatest margin of public preference in its plant towns. The firm has consistently intensified its plant town activities.

In smaller companies, where only a few plants are to be served, a program can function smoothly out of headquarters. Regularly scheduled meetings between public relations people and plant managers will provide the nucleus for moves designed to give the company

increased stature. However, the functional phase of a plant town program should be carried out by a plant representative who is in frequent contact with newspapers, civic groups and organizations which are promoting the general welfare of the community.

Tendency of management to give virtual autonomy to most subsidiary plants is the most compelling reason for public relations programs tailored to fit local needs. If a subsidiary plant is to be autonomous its management must recognize not only manufacturing responsibilities, but social and economic obligations to the community.

Without competent public relations service on a continuing basis, individual plants are likely to fall into the

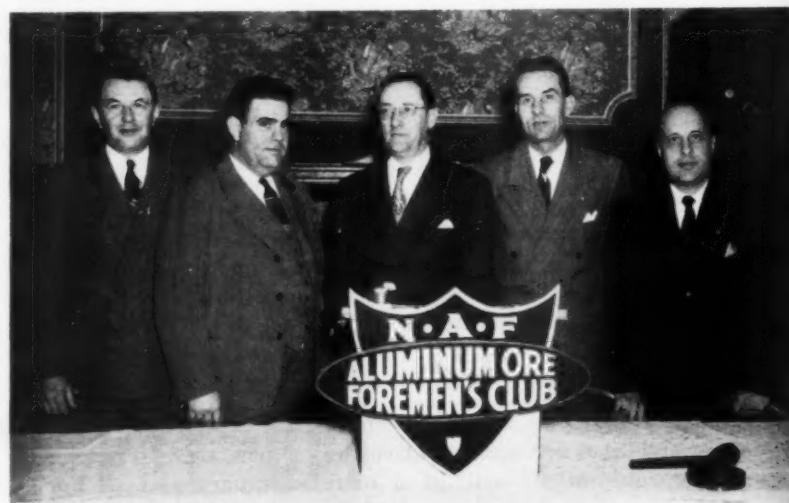
category of "silent" management. Even though a company has a good story to tell, failure to inform its employees and the public can create complete misunderstanding. It is not true that "No News Is Good News," where plant town prestige is the objective.

There is no magic to plant town public relations. It is the basic headquarters pattern, scaled down and rehashed with a homely approach. It is changing for the better the opinions of people like one of the oldest ministers in a major concern's plant town, who, after attending the plant open house program said: "I've been driving by this plant for 17 years—and this is the first time they ever invited me in."

Are your branches drooping?



NEW UAL OFFICERS at Chicago, elected in February by United Air Lines Supervisors Club (from left): R. Matucha (S. at A.); A. Barrows (T.); C. West (P.); M. Innes (V. P.); G. Langley (S.).



New Club officers of Aluminum Ore Foremen's Club, East St. Louis, installed by J. V. Kappler, NAF area manager. Left to right: Brown (S.); Kappler; Bledsoe (P.); Layton (V. P.); Yockey (T.).

Even
tory to
es and
e mis-
at "No
t town

n pub-
dquar-
ashed
anging
people
s in a
o, after
rogram
s plant
st time

Defeat Through Victory

By Fred G. Clark and Richard S. Rimanoczy*

ON March 4 a coal miner named Steve Starkovitch told a newspaper reporter: "Guess you never saw miners go crazy before. Stick around. Everybody is going to get happy." That was the day when the miners union won its contract calling for \$14.75 per day plus an extra ten cents per ton royalty to be put in their welfare fund. Veteran reporters could tell Steve that they had seen "miners go crazy before," years ago when John L. Lewis started winning those "victories" for the anthracite miners.

Most people don't remember much about the anthracite coal business, but it used to be a good business: it is a high-heat, clean-burning coal that was very popular because it didn't smoke up the neighborhood. In fact, many cities and towns passed anti-smoke laws, saying that people must burn anthracite in their coal furnaces. That looked pretty good for John L. and his miners, and the wages went up and up, and the price of coal went up and up. The anthracite miners "went crazy" with happiness.

But there was a serpent in this Garden of Eden. That serpent was a long stream of heating oil that wound its way from the Southwest into the homes of people who became determined that their health, comfort, and pocketbooks should not be subject to the whims of the anthracite coal miners. John L. Lewis was correctly named America's No. 1 oil burner salesman.

Pretty soon the jobs in the anthracite mines began to dry up—mines closed—the work week became shorter. Today, instead of there being 179,679 jobs in the anthracite mines, as there were in 1914, there are only about 80,000 jobs. The reason is very plain: nobody—not even John L. Lewis—could force the American people to burn anthracite coal.

As customers, the people may be forced by a labor monopoly to pay high prices for coal, if they buy coal, but the fact that the miners overlooked is that in America there is always a competitor standing by ready to grab your customers the minute you begin to push them around.

In 1934 John L. Lewis and his associates made a \$500,000 contribution to the Democratic Party and, in return, got the Wager Act, which gave him the power to complete the unionization of the soft coal mines.

Here he seemed on safer ground because soft coal is not only used for heating homes; it is also an industrial fuel and "companies just plain have to use it whether they want to or not." His hand was made still stronger by the fact that the soft coal miners were long overdue for a well-deserved raise.

Lewis did organize the soft coal miners and has been able to black-jack hourly wages up to \$1.84 per hour from 67 cents per hour. These wage increases were not paid by the mine owners: their share was not nearly big enough to pay even one of the raises.

At first glance it looks as though these increases were paid by the customers who bought the coal: the rail-

roads, the steel mills, the foundries, the power companies, etc.

But that is not true: these increases were paid to the miners by these customers, but the money came from the final customers: the people who rode the railroads and bought the products of the factories who used the coal.

Let's look at the miners' latest "victory" of March 6, 1950. It was a long battle, lasting (with interruptions) for about eight months.

According to the Associated Press, the wages lost in 1949 were about \$1,500 per miner, and the loss in January and February was probably about \$300. That is about \$1,800 per miner—180,000 cents. Their victory amounted to 70¢ per day in wages.

Seventy cents divided into 180,000 cents is more than 2,500 days. That is how long it will take them to "get their bait back." They will probably work about 250 days per year on their agreement, which means that it will take ten years for them to break even—provided they do not lose another \$1,800 on another strike.

The union is said to have taken the position that these wages have not been lost; that the coal that would have been dug last year will be dug this year. Let's look at that in the light of a Scripps-Howard report dated March 4. Among other things these items appeared:

"The race (for users) to get away from coal still gathers speed. On February 1st the railroads had on order 1490 diesel (oil burning) engines and 73 coal burners. Last year out of the 4700 locomotives put into service, 4350 were diesels. Makers of oil burners—for homes and industry—say business is booming."

In addition to the threat of oil are the threats of natural gas and electricity made from waterpower. And these competitors are closing in on the "victorious soft coal miners." And that isn't all.

It is quite possible to increase the automatic machinery of coal mining so that only a small number of men are needed. (This is a good thing if it happens gradually and if the market expands, but it is bad if it happens suddenly.)

It is also quite possible to perfect a system of burning the coal underground and making electricity at the mine head.

And every time the miners force a higher selling price of coal, they strengthen the position of every one of these forces that threaten their jobs. They don't strike against their so-called employers, the mine owners: they strike against their customers, against the only people who can give them employment by buying the coal they mine.

With few exceptions—such as steel-making—these customers have a choice of what they buy, and in larger and larger numbers they are choosing not to buy coal.

The miners have not lost any battles, but they are surely losing their war.

* Respectively general chairman and program director of the American Economic Foundation . . . —No. 9 in *MANAGE Series of Economic Treatises*.

Fact and Opinion

By the Editor

Foremen Swinging Into Action in Free Enterprise Threat

WHAT America needs right now, as it faces grave threats to its Free Economy, is less talk and more action, more leg work. There may be work areas where American foremen have "dropped the ball." They may have lost prestige—partly the result of things they could help, partly the aftermath of things they couldn't help. We'll pass all that right now. If we lose this System, it will not make much difference who was at fault about this or that relatively minor failure within the System in the past.

This publication reaches more foremen than any other in its field. It feels that so far as this Free Enterprise problem is concerned, the foreman is in a most strategic position of influence. The Cincinnati Industrial Institute's case history survey "How Important Is The Foreman To Your Public Relations" confirms this.

The Institute found that one of the 16 typical foremen in a large Cincinnati plant influenced directly or indirectly more than 3,700 people—through his home, his church, his bank, his barber shop, his social organizations. (He and the other 16 each had an average of 58 men working under their supervision.)

Said the Institute: "If this man is 'sold' on his company, if he is 'sold' on American industry—the American way of living—then he will exert a strong influence on those about him . . . influence for good . . . If this foreman is not convinced that his company and the American economic system are good . . . then his influence on those about him will be bad."

This is the reason why this publication has attempted to highlight the Free Enterprise threat to its foremen readers—then record their actions. Here's what is reported since last month.

Still out in front is the Kokomo Foremen's Club, Kokomo, Indiana. On the heels of its full-dress conference survey of the Free Enterprise problem, last month it organized a campaign to get every member to register and to vote. It will not stop there either—will make a check-up later to ascertain campaign's results . . .

Grayson Administrative Conference (Robertshaw - Fulton Controls Co.) Lynwood, Cal., has just completed organization of a "Freedom Committee"

The new Detroit area council of management clubs, just organized, reports one of its objectives: better supervision in the Free Enterprise System . . .

Armco Fabricating Divn. Foremen's Club, Middletown, Ohio, reports "working on plans for sponsoring a Middletown Freedom Committee" . . .

Foremen's group at Oliver Corp., Cleveland, announces a supervisory development program wherein an economics course will be availed—designed to combat anti-democratic propaganda by explaining why and how we work together to make a living. Course is 10 weeks, will familiarize supervisors with general business, financial matters, under Company Training Director Roger Leslie. "Let's see you men put 'the truth' to work among your employees, neighbors, friends, soon as your course is completed! And keep us posted!" . . .

United Air Lines Management group in San Francisco distributed *READERS' DIGEST* government spending tabulations (*MANAGE*, February 1950, p. 12) to all foremen and supervisors. Also making use of special report "Taxes" from *NEWSWEEK* Magazine availed by UAL's personnel department. Asked for other leads on this type of information and we suggested the booklet giving highlights of bipartisan Hoover Commission Report on government waste and inefficiency (see *MANAGE*, March 1950, p. 13 col. 1) . . .

The 1848 Foremen's Club of Pratt & Letchworth, Buffalo, reprinted *READERS' DIGEST* tabulation in its own "Bulletin" with comment: "The Father of his Country (sketch of George Washington) would do something about this, if alive . . . You are alive." Bulletin also carrying series "It's Your Federal Government" by Temple University President Dr. Robert Johnson, which data is based on Hoover Report findings . . .

Hamilton Foremen's Club (Hamilton Mfg. Co.) Two Rivers, Wis., sponsored a series of meetings in January on "Economic Facts". Program presented by Messrs. Schmid and Everingham of American Thought Leaders Forum. Various media used included charts, slides, roundtable discussions, dramatic skits. Besides members, participants included sub-foremen, gang leaders, school teachers, clergy, and representatives of Northeast Wisconsin Industrial Assn. That's one of the best ideas we've seen yet—getting clergy and teachers to join in a conference study on economic facts.

"Now that you men have gotten the facts, let us know how you are going to make use of this material. What are your plans?" . . .

Foremen's Club of Greater Cleveland has queried your editor for suggestions on what that up-and-doing organization might undertake to help in the Free Enterprise fight. Our reply is too

long to report here but we suggested they concentrate on "cutting down Federal Government spending." This will help Free Enterprise in several ways, block socialistic trends along several by-roads.

Ed's Note: All management groups around the country are urged to keep *MANAGE* posted on your organized activities in behalf of Free Enterprise.

Godfather Greer

IF editors, like mothers, were disposed to keep "baby books", ours in tracing the more intimate events in the life of *MANAGE* Magazine would probably contain this memorandum: Trade-mark registered certificate No. 518214, received from the U. S. Patent Office. This certificate indicates that the government registers our right to use the title *MANAGE* for our publication.

This status is reached after many time-consuming proceedings, such as the search of existing trade-marks, filing of application for registration, waiting time for notice of objections, hearing, and finally the eventual certification. Contrary to the general concept, magazine titles are not copyrighted. They are registered as trade-marks.

Now that the title has a "status" we should like to acknowledge the origin of the title. It was more than two years ago in an office in the Pure Oil building in Chicago that a small group of men were gathered—men associated with activities of The National Association of Foremen. It had been proposed that the Association publish its own magazine and the discussion centered about what name it should bear.

Among those present was John Greer,



JOHN GREER: "Call it 'MANAGE'." Here shown in San Francisco's world famous Palace Hotel (the Rose Room), John was actually in a Pure Oil Company office in Chicago when he tossed out the name which "stuck" for *MANAGE* Magazine. That was two years ago.

at that time club service manager for the Association. It was John who suggested that this publication be called *MANAGE*. He made these points: (1) the suggested title had brevity; (2) it signified action, being verbal in character; (3) it expressed what its readers were expected to do: "manage"; (4) it would have "poise" on a cover; (5) it had dignity; (6) so far as anyone present knew, it was not being used elsewhere. This discussion did not last long for the reason that among the titles suggested, the one offered by John was most generally acceptable.

Before an official decision was made by the governing body of the Association, many other names suggested by directors and others were considered. Final acceptance of *MANAGE* was not accomplished until after a great deal of discussion. Among those who helped to pilot the name at this stage was John Yardley, at the time connected with the Association and engaged in certain financial activities. The editor, himself, assisted at this time in winning approval for the name.

There are a great many people among the 40,000 Association members who know John Greer personally. Those who do not might be interested to know that he graduated from the University of California at Berkeley and Southwestern Law School at Los Angeles. Immediately thereafter, he entered the industrial relations department of Union Oil Company of California where he eventually headed up the Employees Benefit Department. After 13 years with Union Oil, Mr. Greer resigned to become first the West Coast regional manager of the NAF and subsequently national club service manager.

Returning to the West Coast in 1948, he helped organize and became Southern California manager of Argonaut Insurance Exchange. In 1949 he decided to form his own company, which designs and engineers new products. He is president of United Pic-Up Corporation. We should also mention that during the past five years, in addition to these activities, he has been active in teaching both industrial and labor relations at the California Institute of Technology.

Those who know John more intimately consider him something of a genius in certain fields of activity. During his years with the Association, he made many valuable contributions. One of these we feel has been his giving of the name *MANAGE*, a name that found almost immediate acceptance among the membership, and won the respect of subscribers generally.

"For this contribution we are very much indebted to you, John Greer."

Capsules

NOVEMBER issue of *THE CLEVELANDER*, published by Cleveland C. of C., carries an excellent story about the Cleveland Foremen's Club by George Bruck, Sr., general foreman of

(Continued Page 34)



CHARTER PRESENTATION NIGHT for Chicago Hardware Foundry Management Club, North Chicago, Ill. At speakers' table (from left): F. L. Bender (S.); A. Murphy, program chairman; Robert Coulson, mayor of Waukegan; G. Hunt (P.); L. A. Crittenton, NAF speaker; A. Szybeko, NAF vice president; R. Milewski (V.P.); W. Johnson, Chicago Area Council president; R. Likovich, special committee chairman; J. Fagan, (T.). "Congratulations!"



EXECS AT OLIVER (Springfield, Ohio) during Club's February meeting. From left: R. E. Macmahan, Club president; E. E. Fernandez, manager Company's Columbus branch; M. S. Tucker, Oliver vice president and C. R. Hunt, Eastern Divn. manager of sales; F. J. Zielsdorf, Springfield plant manager.



SAFETY EXHIBIT demonstration by West Virginia Coal & Coke Co., Safety Department, at Company's Management Club meeting in January proved interesting, provoked discussion.

gested
n Fed-
is will
ways,
several
groups
o keep
anized
prise.

isposed
tracing
life of
obably
e-mark
14, re-
Office.
he gov-
use the
on.

many
uch as
arks, fil-
n, wait-
s, hear-
certifica-
concept,
righted.
arks.

"status" we
the origin
two years
building
of men
ed with
ation of
ed that
rn mag-
ed about
n Greer,

n Greer,

E." Here
ous Palace
is actually
Chicago
ch "stuck"
two years

Training Today's Supervisors



Edited By
Louis Lerda

Building The Management Team

THE Management Team" is an expression often heard these days. Executives talk about the necessity for building a smooth-functioning, hard-hitting team in management, and yet how often do we take the steps required to build such a team? Every successful team must have a good coach, skillful players, a common goal and a recognizable system of play. It takes many hours of practice to perfect that system so as to have a well-coordinated, alert, clever, high-scoring combination.

If we hope to develop an effective, hard-hitting management team, we must use some of the tactics or strategy of the successful coach and championship team.

The first requisite is a system for developing each individual member of the team, a pattern of practice and performance.

We need a program for training the management team and a plan for accomplishing that program. Just as the successful coach builds for next year's team and practices each play over and over so that every player is well versed in his assignment so the successful management team must look to next year's team by considering retirements, quits, promotions, etc., and then there must be set up a continuous program for team development. Last month we discussed a pattern for determining the immediate and future requirements for our management team. We used a "duty-analysis" for this purpose. Now we want to translate that analysis into a long-range, continuous pattern for management development.

First, let's focus attention on what makes a training program successful.

The following chart (see Chart "A") is self-explanatory. Without these success factors any program has little chance of being very effective. Now let's turn our attention to the management team. A breakdown of the management team would look like this:

- Candidates for positions on the team and substitutes—individuals who display talent as leaders.
- New team members, recently promoted to varsity status—these are the newly-promoted supervisors.
- Varsity members—individual stars, experienced but requiring constant polishing and improvement and welding into the pattern of team

play—these are the front-line supervisors, the foremen.

—Backfield stars—halfbacks and fullbacks, specialists who need to be trained in their specialties—these are the general foremen and department heads.

—Quarterbacks—those who have to analyze the opposition and call the plays—these are the top executive group, vice presidents, managers, superintendents, etc.

What would a master training plan for this team look like? The following chart (see Chart "B") gives the overall plan. It is not complete however so far as topic listings under each phase are concerned.

We can see then that a complete program of management development embraces at least five phases:

Phase 1—Pre-Supervisory Development

THE development of potential supervisors should not be left to chance. This should be the apprenticeship phase of the management development program. The topics listed on the chart only suggest a few that might be included in this phase.

Needed, also, are adequate pre-selection and screening methods, with full

use of every effective means available for measuring potential supervisory ability. Standards should be high and rigidly administered and the unfit redirected before assignment to supervisory duties.

Outside agencies may prove valuable in conducting some parts of this course. Selection for this phase of training in no way guarantees a supervisory assignment upon completion of the course. This fact should be made clear to the candidate. Some companies have found it desirable to eliminate the title "Pre-supervisory" and call it "Leadership Training."

Supervisory development is divided into two phases, indicated on the chart as phases 2 and 3.

Phase 2—Basics of Supervision

THIS phase is intended primarily for newly-created supervisors. It should begin as soon as an individual is designated as a supervisor. It is intensive and designed to bridge the gap between being a worker and assuming the duties and responsibilities of a supervisor.

It may require from 80 to 100 hours to complete. In many companies this is a full-time two-weeks' course. Valuable assistance in planning and conducting this course may be obtained from colleges, universities, and state departments of education.

Phase 3—Techniques of Supervision

THERE are fundamental principles and techniques in the art of effective supervision. These are just as important in the successful handling of employees and the efficient use of time and materials as are the well-known physical laws of science. Providing su-

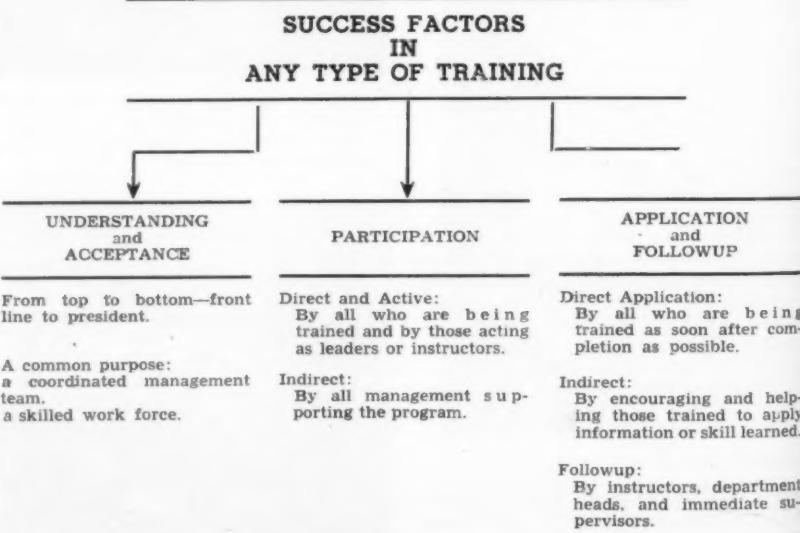


Chart "A"

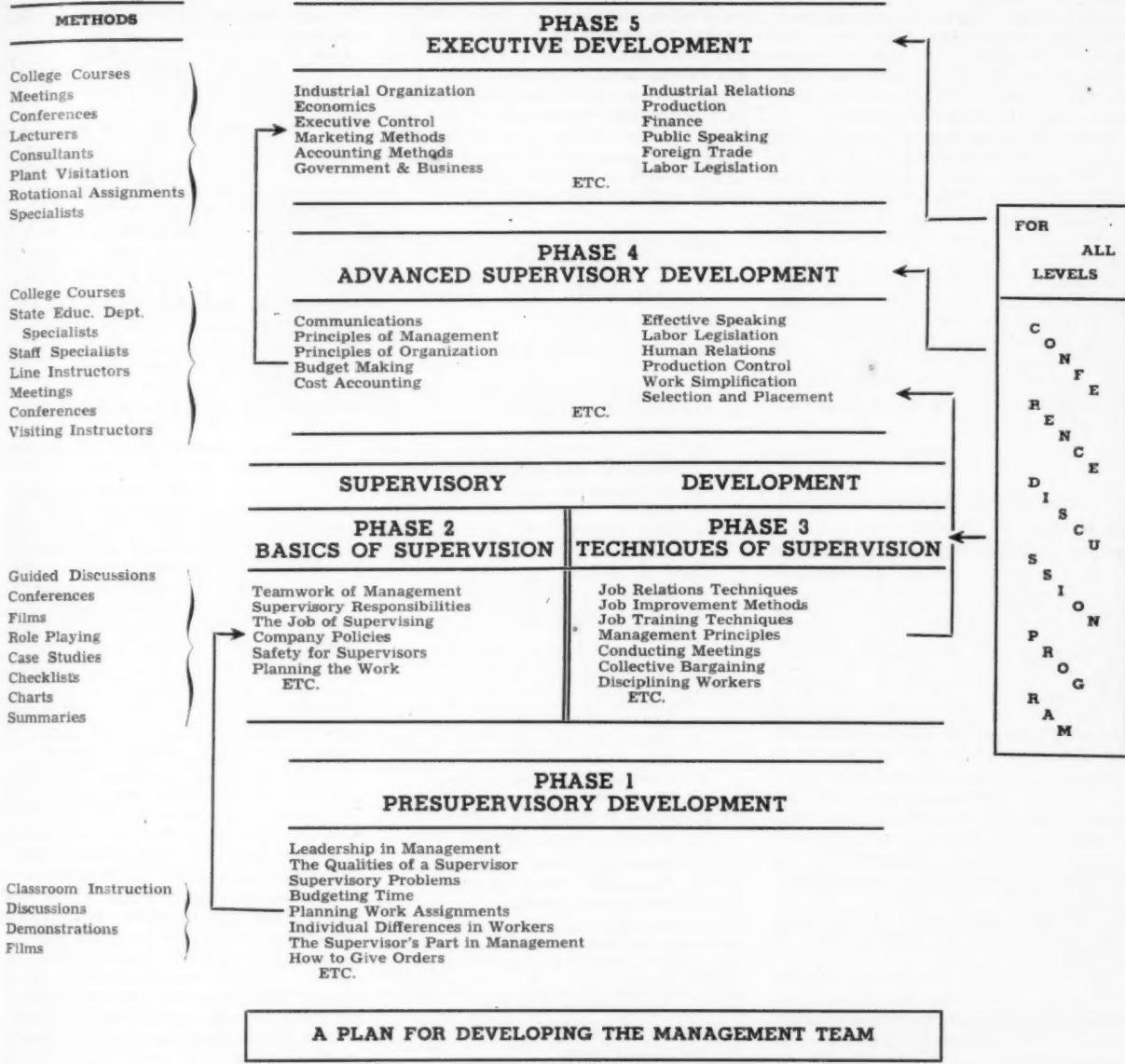


Chart "B"

pervisors with a knowledge of these principles and techniques of supervision is an important step in improving the performance of the management team. This training should be available to all members of the supervisory staff.

New subject matter for this phase should be developed periodically as needs or weaknesses are discovered or revealed. The elective feature may well be emphasized here to encourage the supervisor to select the training he needs most. Care should be exercised in the selection of the individuals who will conduct the meetings. Groups of supervisors of nearly equal level including men from several different departments, should be included. The result

is what is called a "horizontal" grouping.

Phase 4—Advanced Supervisory Development

THIS phase concerns itself with providing information for top-management and high-level supervisors on developments in the field of management in general.

In addition to this informative feature it includes discussions on personnel administration, principles and functions of management, employee testing techniques, rating of employees, etc. The listing of topics in the chart is intentionally brief. These should be de-

veloped through the cooperative efforts of top-management and the training staff.

This phase offers a fruitful field for further long-range development of supervisors to make them more proficient in their present positions and prepare them for advancement to higher management echelons.

Phase 5—Executive Development

IT would be unwise to attempt to describe a program of executive training and development in a few paragraphs. The approach at this level must be carefully planned.

Top executives need training just as

much as other levels of management. Considering the scope of their activities and the magnitude of their responsibilities, it is safe to say that they need special training as much as if not more than other levels of management.

However, a resistance to training is often encountered at this level. The attitude too often is "Train everyone else but let me alone. I'm too busy."

Many companies select a committee to develop and guide the executive development program.

Extended plant and field visits, full-time attendance at colleges, rotational assignments, and "assistant to" assignments constitute an important part of this training. Often certain positions in the organization are designated as training positions and are used to train executive personnel.

* * *

The Conference Discussion Program

THIS program might be considered another phase of the management training program. There can be no substitute for a regular medium for the two-way exchange of ideas between the various levels of management. This channel of communication must be well established and maintained in order for the various management levels to function efficiently and toward the same objectives.

The medium found most effective is a conference discussion program, organized for all supervisors and conducted by the line organization on a regular basis. This is different from the periodic staff meeting or departmental meeting where a problem peculiar to one specific department is examined (usually with all the talking done by the leader).

This Conference Discussion Program is held on a plant-wide basis to get true conference discussion on subjects which require joint understanding and common objectives and actions. Topics are picked locally, emphasizing current needs. Selection is on a planned basis with a central theme for each group of conferences from year to year. This phase of the Management Development Program is approached not as just a series of departmental meetings, but is actually planned for its training value as well as to meet known training needs and to discuss plant problems which arise.

Selection of a properly trained conference leader is essential. Where vertical grouping is followed, the leader will normally be the department head. Until the department head is fully qualified, however, it is frequently advisable to supplement his efforts with staff specialists who conduct some of the sessions.

The two-way flow of information from these meetings is an ever-present need. Therefore the program, in effect,

never ends. Seasonal schedules are frequently arranged to provide respites, but the organizational structure or scheduling mechanism should be kept intact so that current problems may be tackled by the consultative management method which these conferences provide. Topics which would fit into the Conference Discussion Program might represent the following:

CONFERENCE DISCUSSION PROGRAM

(Suggested topics for discussion.)

- A) Company-Union Agreements
 - 1) The Union Contract—Contents, special clauses, interpretations.
- B) Collective Bargaining
 - 1) Intent and theory
 - 2) Laws governing or related to collective bargaining
 - 3) Management and union safeguards
 - 4) The supervisor's part and responsibility
- C) Good Housekeeping
 - 1) Rules and regulations
 - 2) Fixing responsibility
 - 3) Methods
 - 4) Departmental ratings for good housekeeping
- D) Cost Control
 - 1) The company policy
 - 2) Need for cost control on the supervisor's part
 - 3) How to keep costs in line
 - 4) Waste elimination
- E) Company Policies
 - 1) Personnel procedures
 - 2) Company benefit plans
 - 3) Rules and regulations
 - 4) Rating employees

(Note: The discussion program provides a mechanism for the immediate transmittal of new policies, procedures, or regulations, or changes in old ones. It is a very effective communications device and a good way to sound out supervisory opinion.)

- F) Safety and Accident Prevention
 - 1) Posted rules
 - 2) Industrial safety legislation
 - 3) Accident reporting
 - 4) The supervisor's responsibility
 - 5) Cooperating with the safety department
- G) Labor Laws
 - 1) Federal
 - 2) State
 - 3) Local ordinances
- H) Business Conditions—current and future outlook for the company
- I) Community Relations
 - 1) The company policy and philosophy
- J) Inspection Methods
- K) Rumors and How to Prevent Them
- M) Using Staff Services

A Look Ahead

THIS is a long-term plan. It provides training at each stage of a supervisor's development, to whatever extent

he may require training. It recognizes the need for:

- Selecting and preparing individuals with leadership ability for added responsibility.
- Provide training for the newly-assigned supervisor that will give him a good start in his new assignment.
- Improving the supervisor in service.
- Keeping the supervisory force up-to-date and well informed.
- Helping executives keep abreast of modern management practices.

This plan provides the outline of a definite program for every level of management. Each one of these programs, for the various phases of the plan, is flexible enough so that it can be tailored to meet the specific requirements of any company.

This is a modern plan for modern management.

We are no longer concerned about mass training of supervisors. This was important during the war. We have passed from the quantity to the quality stage in the training of supervisors. The job is no less important, however, as changing emphasis and conditions make it ever important that we have competent and effective supervision.

Many of the principles and practices developed and extended in the war training period are firmly entrenched and recognized as part and parcel of good supervisory training programs.

Many of these techniques, devices, and procedures have been refined and perfected to improve their effectiveness. Our training programs and techniques are more selective, more thoroughly integrated into continuous programs.

The atomic age with its doubts and promises strikes us on every side. New inventions allow us to hear under water, see through clouds, fog and storm. Talk of guided missiles is no longer startling and fantastic. Automobiles are marvels of beauty and efficiency. More miles per gallon are being engineered into the modern car. It has greater visibility and is easier to operate.

Prefabricated houses are triumphs of economy and richness. Model kitchens are more dazzling than ever. Heating, lighting, ventilation and refrigeration are controlled by electronic devices. Housework is simplified through labor-saving utensils, gadgets, machines. Television is becoming as common as radio was not too many years ago. Already there is talk of using helicopters to transport air travelers from field to hotel. It may soon be as commonplace as the family car.

Back of all these wonders of this atomic age is the man behind the man who makes them—the supervisor. How is he stacking up in this new industrial world? Is he ready for the changes that are promised in the industrial world of tomorrow?

Already there is evidence that more than technical skills and knowledge

will be required of every supervisor.

Let's hope we are through with "tossing a foreman into his job all uninstructed and unprepared and then by 10 or 20 hours of training expect him to do that same thing with employees who come to work under him."

Can management afford to ignore the supervisor until an emergency arises, production lags, quality drops, waste increases, or labor trouble develops and then expect a ten-hour course to correct all his shortcomings and bad habits?

Human Relations

Edited By



and the art of MANAGING

Dr. William Levy

I Don't Think You're Doing A Good Job

If I told you that I didn't think you were doing a good job do you know what would happen? Your reaction would be, "Who in the blazes is this guy Levy telling me that I'm not doing o.k.?" That's a natural comeback because I'd feel the same way. Then, why is it that some of us are so reluctant to practice the principle that *everyone of our workers and our associates has an inherent desire to do good work and until we have checked every angle we should not assume that any man wants to do anything less than his best.*

The Golden Rule

For centuries the Golden Rule has been universally accepted as the most outstanding principle of justice ever written or stated. Many eminent leaders have stated that all of good human relations practices are included in this concept of "Do unto others as you would have others do unto you". I agree with them wholeheartedly, if they would just change it a little bit, reading "Do unto others as you would have others do unto you, but, *do it first*".

Not long ago I read an editorial in which the writer described a couple of incidents. He said: "Just before Christmas I was passing in front of a large department store when I saw two men, loaded with Christmas packages, approaching each other at a rapid pace. The packages obstructed their views and they collided with a bang. Articles flew in all directions, tempers flared, and the men prepared to hurl choice invectives at each other to be followed by physical expressions of their feelings. Suddenly one of them caught himself and said 'Merry Christmas'."

A few months passed by and the same men were walking toward each other on a busy downtown street. Instead of packages, now, they were carrying brief cases. Again a collision. This time they called each other every

name under the sun. But, that's only part of it. One of them went back to his office and fired three secretaries for smiling on company time and the other one kicked his dog and bawled out his kid.

The writer then went on to say "Wouldn't it be wonderful if we could carry on the Christmas spirit throughout the rest of the year".

We have made such tremendous strides in the field of mechanical friction; in fact in many cases we have achieved almost perpetual motion, but, what about the field of human friction?

Is It Smart To Assume That People Want To Do Good Work?

To check the soundness of a principle in human relations we would possibly do well to examine it psychologically. According to eminent industrial psychologists the best attitude by which a person can encourage others to do their best work is that of confidence in their integrity and ability.

The worst attitude is a constant critical and suspicious one for this attitude blocks our own mind to the consideration of unintentional or unavoidable causes of failure to do good work, which if found might result in correcting the situation.

Psychology also teaches us that refraining from immediate blame or criticism of others will make us analyze our own actions as well as every other possible motive in striving to find an explanation, and that self-analysis will often do much to help uncover the causes of difficulties. Self-analysis opens doors to a solution—criticism or blame of the other fellow closes them.

Let's take a look at an actual case to see if we agree with the preceding statements when we see them applied.

A new superintendent had taken over a plant having several hundred automatic machines. The plant had a very good electrical staff and without much out-of-pocket expense a system of lights was rigged up in the super-

intendent's office which would show at all times just which of these machines were running and which were down. The superintendent could then sit at his desk, and at any time that he glanced up, he could look over the lights and tell how the factory was running.

Did these lights give a true picture of conditions? Would there be any danger that the superintendent might misinterpret the situation? Would foremen and workers welcome this type of check on them? Would they work harder to keep the machines running? Was the superintendent applying the first of our guiding principles in having this system installed? What might have been a better method of keeping up production? Do you think better results would have been obtained if confidence had been placed in foremen and workers to do good work and keep the machines running?

Is Our Principle Practical?

If you wanted to test out one of your products you would probably subject it to conditions under which it would be least likely to work. Then, if the product met that test satisfactorily you would be safe in assuming that it would hold up under more favorable conditions. Well, if we can establish such a condition to test this principle of having confidence in the desire of people to do good work would we not be safe in accepting it as a practical one?

Surely one of the hardest places to test the practical nature of this principle would be Sing-Sing penitentiary. Yet, Warden Lewis E. Lawes said: "If you must deal with a crook there is only one possible way of getting the best out of him. Treat him as if he were an honorable gentleman. Take it for granted that he is on the level and he will be so flattered that he will likely



"You may have bettered industrial relations in your department 100 per cent, dearie, but your domestic relations are sure shot to h---."

respond to it and be proud that there is someone who trusts him."

Placing confidence in people apparently gets practical results under almost any circumstances. How about trying to live up to this principle in our own contacts with employees whose work we direct? You will be amazed at some of the results that will be achieved.

Calendar

Apr. 1	Greater N. Y. Regional Conf.	New York City
Apr. 3	NAF Seminar	Dayton
Apr. 7		
Apr. 22	Regional Conf.	Springfield, Ill.
Apr. 24	NAF Seminar	Pittsburgh
Apr. 28		
May 8	Management Development Institute	
May 12		Pawtucket
May 22	NAF Seminar	Chicago
May 26		
June 1-2	4th Nat'l Quality Control Convention	Milwaukee
June 3	NAF Board Meeting	Asheville, N. C.
June 9-10		
June 12	NAF Seminar	Dayton
June 16		
June 26	NAF Seminar	Louisville
June 30		
July 10	Management Development Institute	
July 14		Fort Worth
July 21	Management Development Institute	Huntington
July 28		
Aug. 7	NAF Seminar	Dayton
Aug. 11		
Aug. 21	NAF Seminar	St. Louis
Aug. 25		
Sept. 13	NAF CONVENTION	BUFFALO
Sept. 16		
Sept. 25	Management Development Institute	
Sept. 29		Toledo
Oct. 9	NAF Seminar	Dayton
Oct. 13		
Oct. 23	Management Development Institute	
Oct. 27		Dayton
Nov. 6	Management Development Institute	
Nov. 10		Knoxville
Nov. 20	Management Development Institute	
Nov. 24		Chicago
Dec. 5-6	NAF Indoctrination Seminar for New Directors	Dayton
Dec. 7-8	NAF Board Meeting	Dayton
Dec. 9		
Dec. 11	NAF Seminar	Dayton
Dec. 15		
Dec. 18	Management Development Institute	
Dec. 22		Pittsburgh

Correction

IN the question and answer section of the March issue we erroneously stated that the film "In Balance" could be secured from General Motors Corp. It should have stated that "In Balance" was produced by the Burroughs Adding Machine Co. at Detroit 32, Mich.—can be secured from them.

"Property is the fruit of labor; property is desirable; it is a positive good in the world; that some should be rich shows that others may become rich, and hence is just encouragement to industry and enterprise. Let not him who is houseless pull down the house of another, but let him work diligently and build one for himself, thus by example assuring that his own shall be safe from violence when built."—Abraham Lincoln, March 21, 1864.

Answer Please

Question—Can you provide us with any information you have concerning "This is Our Problem"; what does it consist of, is it available, how may we get it and what is the cost?—H.S.S. (Iowa)

Answer—"This is our Problem" is a sound slide film developed by the Joint ANA-AAAA Committee on improvement of Public Understanding of our Economic System to focus attention on these questions:

Do the American people believe in the basic principles of our economic system?

Do they understand enough about how the system functions?

Is there any danger to the welfare of the American people in the situation?

If so, what can and should be done to correct it?

In answer, it proposes three related and long-range programs which might be undertaken by industry and by all who help to mould public opinion.

The programs are in no sense an advertising property. They offer a platform which others are welcome to adopt and a broad framework which may be filled in by any who are able—the energies of all who have programs of their own or who are in a position to put the facts before the public.

The NAF is cooperating with the Joint Committee toward a fulfillment of its mission, by making "This is our Problem" available to NAF Clubs. It runs about 40 minutes and should be followed by at least a brief discussion.

You may obtain the film and records, when available, by contacting Mrs. J. B. Adams of The National Association of Foremen, 321 West First Street, Dayton, Ohio.

There is no charge made for the above mentioned film.

Question—Can you supply me with information relative to your Management Unity Seminar conducted in Dayton, Ohio.—E. M. (Ohio)

Answer—The Management Unity Seminar, of which 22 have been conducted during the past few years, consists of a week-long program for the following purposes:

1) To provide management men with a broad picture of business principles, human relations, labor relations and other allied fields.

2) To give the big picture of the National Association of Foremen in its relationship to industry.

3) To diagnose and solve management problems in the area of human relations.

4) To provide the opportunity to present problems to the group for discussion, plus obtaining viewpoints of men from around the country.

We feel that this program is the finest single service available to any management man in America through the efforts of the National Association of Foremen.

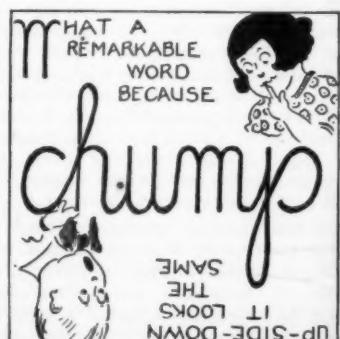
Whereas this program was formerly conducted on a fee basis of \$500 per man, and we ran to capacity, at the present time it is available, at no cost, to members of the Association whose companies are willing to pay expenses (travel and hotel) which the man would have by coming to a program at Dayton. Normally, these Seminars are conducted in Dayton six to eight times a year, and, we attempt to bring in the finest men in the area as leaders. The next Seminar scheduled for Dayton will be April 3 to 7 inclusive.

Question—I am in the process of an intensive study of the methods and procedures of Foremanship Training at the University of Pennsylvania. I would appreciate all information concerning this topic that you might have on hand at present.—E.R. (Penna.)

Answer—We are enclosing a copy of our Training Library Guide which lists programs that we have on file in our office. These are available, on a loan basis, to NAF members, for a period of 30 days. You may be interested in contacting some of these companies direct on this score, or having a member of our Association get copies for you from our Library.

I suggest, further, that you contact the Chapter of the American Society of Training Directors in your city. In this connection I would suggest you contact E. L. Burkhart, Electric Storage Battery Company, Allegheny and 19th Avenue in Philadelphia. If you fail to make contact with him I would suggest writing to the president of the American Society of Training Directors, F. S. Laffer, Training Director, Cleveland Graphite Bronze Company, Cleveland 10.

In management it's "Grow . . . or Go."



Essays On Management

WE recently received a series of brief essays written by John MacIntosh, Supervisor of Planning of the Surface Combustion Corporation at Toledo. We were very much impressed by their colorful language as well as the significance of the thought behind them. We feel this should be passed on to you, so, for the next ten issues we will include one of these essays so that you too may share this thinking. The first appears below.

THE HESITANTS

by J. N. MacIntosh

IN management, as in every other walk of life, we have the "Hesitants". This group is also known as the "do nothing" cult. They plan, but their plan is rarely translated into action. They snore through opportunity and remain at the post in the business race.

Progressive management demands a daring spirit. It has no respect for the timid "hesitant". The history of America's industrial might was written by men who gave push to their plans and wings to their words.

The ash-can of business is full of "can't deciders" and "do it tomorrow" experts. The management clock moves fast in our time. This is the age of quick thinking and quick acting. The "hesitant" is a rust that eats into the very heart of efficiency. He cuts costs in tomorrow's that never come and lives in yesterday's good intentions.

In management it's "Grow . . . or Go."



Pacific Northwest Management Conference Chairman Floyd McCroskey of United Air Lines. Advance enthusiasm for the April 15 meeting in Seattle is reported running high.

MANAGE April 1950

Labor Relations Edited By

Charles A. McKeand



Respect For Law

THE time lag between writing date of this column and the publication date has prevented comment on Mine, Chrysler, and Telephone controversies. By the time this is printed they may have all been settled. What the settlements will be cannot be predicted but two important elements of the general situation can be safely discussed. One is the important part that the presidential appointed fact finding boards play in big industry disputes, and the circumvention of the use of the "Taft-Hartley" Law.

The fact finding board device is clearly a labor-government political rig. True enough the members are serious minded men, but largely theoretic. Invariably they write into the report some statement that has double meaning and the union grabs it as a rallying flag for their renewed assault. Example is the recent big steel case.

The administration is largely responsible for the coal crisis which exists at this writing. The two years vituperative and untrue attack on the "Taft-Hartley" law by unions has been parroted by the administration. There was an undue wait before use of the laws emergency provision. This was followed by failure to enforce court injunction which has been openly and publicly violated. These unlawful acts created the impression with the public and the coal miners, particularly, that there was no real government concern over defiance of the law. There has been no appeal to return to work or offer of protection to those who wished to work. No mine union leaders have been cited for contempt of court orders.

Regardless of one's personal sympathies, where is our respect for courts of law if the leaders of the present federal administration themselves show such little regard for the enforcement of court orders.

The settlement of this controversy, regardless of what it may be, will not solve the coal situation. The industry is a dying one. If mines in the bituminous field are operated full time there would be a large over supply; the captive mines must work a full week to supply the needed fuel for steel operation. The mechanized mines have to keep working to pay off the huge cost of equipment. If there is an over supply from full operation of the majority of the mines, prices slide

off. Lewis tries to hold gains and asks for more in the face of a declining industry.

The real threat to business and a stable government is that leaders of other unions may adopt the Lewis tactics and we would have a resultant wholesale disregard for law and order.

The lagging Chrysler situation where the demand is for "all you can get for ten cents" as against "100 at 65" regardless of its eventual settlement, has created a deadlock on Ford-UAW contract details. This may also show up in the General Motors negotiations, which open up soon. General Motors' reduction in wages as a result of strict adherence to the contract's escalator clause on wages, hitched as it is to living costs, has already blown up a storm from the union, who charge that adherence to the contract is "totally unrealistic".

The real drive in the telephone situation is for a tight system-wide master contract. If the present truce produces a settlement it only postpones the inevitable day when the issue must be drawn and settled. In the hands of imperialistic union leaderships, incalculable results could develop from a master system-wide agreement.

Those Pensions Again

THE business magazine, *MODERN INDUSTRY* (February 15 issue), carries the most comprehensive employee opinion survey on the question of pensions yet published. Significant in the survey are the facts that employees, giving pensions a 100% weight,

consider higher pay only 94.5% as important,

consider sick leave only 78% as important,

consider health insurance only 76.5% as important,

consider paid vacations only 70.5% as important,

consider life insurance only 60% as important.

Only 37 percent of workers interviewed have been able to set aside any money to care for their own retirement and most of these add "but very little". A significant fact, however, is that 43.3 percent of those working under a private pension plan are continuing to put their own money in the stock as against 32 percent not now covered by pensions.

The company ranks first, the in-

dividual second, and government third in the degree of responsibility for pensions in the opinion of employees interviewed.

Here are the conclusions of the *Modern Industry Survey*:

"General guideposts to management policy:

1) "The urge for security and the desire for company pensions is deep-seated and here to stay. Individual companies, whether their workers are organized or not, had better figure on facing up to this demand soon—and either beat the gun or be ready for it when it comes.

2) "It will take a pretty strong package of other benefits to make workers forget about pensions, even for a short time. And that package, especially if it includes higher wages, may well be more costly than pensions.

3) "Many workers may be willing to contribute to their own pensions, but they will expect to take the company contributions with them when they leave, in some form or another. A pension plan under which they lose the company payments when they quit or are laid off will have considerably less appeal.

4) "Pensions will help to bind some workers to their jobs. But the majority—this probably includes the most able, aggressive group—won't stay with a company for pensions alone.

5) "American workers have a wide streak of essential fairness. Most of them can be sold on a pension plan tied to company profits. And it's only a short second step to tie these profits upon which their pensions depend to heightened productivity. Whose worry is supplementary retirement income?"

After we have gone through all the pressure and argument, threats, and even loss due to strikes over pensions, we finally come to Joe Blow—the pensionee. What will he do at 65? Perhaps he's as alert as most at 55. What thought has been given to his readiness to accept a pension? How will he occupy his time? A minimum per cent of all of us are equipped to be a pensionee.

One of the great social problems ahead is just that. Think it over.

More Coming

AS soon as pension programs are fairly well buttoned up, the master minds of CIO big unions are ready to drive for "guaranteed annual wages." It's appearing between the lines already.

With all the drives for pensions, increased social security, federal aid to education, farm price support, medical care, all included in building the framework of a Welfare State, the addition of guaranteed annual wages, which would have to be government guaranteed, in reality guarantees just

one thing: the Welfare State can become the Farewell State.

language was not ambiguous is ruling of arbitrator. (Natl. Sugar Refining Co., 13 LA 991.)

PAY FOR UNWORKED SATURDAY HOLIDAYS is denied by arbitrator in construing contract that provided (1) that regular operations "shall be confined" to five consecutive eight-hour days, and (2) all employees shall be "granted" specified holidays. Arbitrator holds that "grant" of holiday is ineffective where employee is already not scheduled to work. (Internat'l. Harvester Co., 13 LA 983.)

EMPLOYER MEMBER OF ASSOCIATION designated as bargaining agent for employers is bound by wage-raise agreement subsequently negotiated, arbitrator rules, rejecting employer's revocation of association authority to act in his behalf in absence of showing that union consented to release employer. (Maidman Properties, Inc., 14 LA 38.)

DISCHARGE OF EMPLOYEES of cafeteria department (covered by contract) and turning operation of cafeteria over to outside contractor was violation of contract, arbitrator rules, because employer removed jobs in that department from bargaining unit. (Celanese Corp. of America., 14 LA 31.)

CALIFORNIA JURISDICTIONAL STRIKE ACT is constitutional as proper exercise of state police power to protect safety and welfare of the public is ruling of California Superior Court of Los Angeles County. (Meyers v. Cleaners & Dyers Union, Feb., 1950, 25 LRRM 2426.)

PEACEFUL PICKETING by union against employer engaged in interstate commerce for purposes of recognition and to improve wages and working conditions is not unlawful as a conspiracy in restraint of trade in violation of state anti-trust laws is ruling of Texas Court of Civil Appeals. (Int'l Bro. of Teamsters, etc. v. Best Motor Lines, 25 LRRM 2436.)

EVIDENCE OF CONSERVATIONS between parties at time contract clause was adopted may not be considered to change its otherwise clearly expressed effect where contract



FREE ENTERPRISE ON TAP at Philadelphia's Link-Belt Management Club as President Tell Burna of National Machine Builders Association serves up "Today's Economic Conditions!" ... "Don't keep his message under a bushel, men!"

ing of ar-
3 LA 991.)
AY HOLI-
construing
ular opera-
consecutive
ees shall
Arbitrator
ineffective
cheduled to
LA 983.)

OCIATION
employers
ent subse-
rejecting
uthority
of showing
employer.
38.)

cafeteria
and turn-
to outside
arbitrator
obe in that
(Celanese

STRIKE
xercise of
and wel-
fornia Su-
v. (Meyers
1950, 25

on against
merce for
ove wages
wful as a
violation
of Texas
of Team-
IRM 2436.)

Management News

Dr. Laffer re-elected head of ASTD

Chicago—Meeting in their 6th annual convention at the Palmer House in Chicago, March 16-18, the American Society of Training Directors re-elected last year's officers with Dr. F. S. Laffer of Cleveland Graphite Bronze Company as president.

More than 500 training executives attended the three-day sessions, which placed particular emphasis upon the free enterprise theme. Highlight in this direction was the Saturday morning breakfast session when Dr. George Benson of Harding College, assisted by Dr. Laffer and A. F. Steffen, head of Swift and Company's training department, explored "Training Employees in the American Way of Life". Here was presented a comprehensive review of the work being done across the country by training men.

Relative to this theme and outstanding among the presentations was that by Carroll E. French, industrial relations director of the National Association of Manufacturers. Other subjects dealt with at the convention included training for new employees and for supervisors, testing and research, program planning for training directors, and methods of determining training needs. Use of motion picture films on industrial training, sales training and employee communications was also explored.

NAF Board approves election procedure

Kansas City, Mo.—Meeting in Kansas City March 16-18, the Board of Directors of The National Association of Foremen approved a standard procedure for annual nomination and election of national officers. Director Pohl, Monsanto Chemical at St. Louis, was named chairman of nominating and credentials committee for election of directors in 1950.

Board also approved:

- 1) A suggested standard of eligibility for NAF membership.
- 2) Official NAF song (by Tom Hayes and Prudence Butterfield of Detroit.)
- 3) A special committee on recreational activities.
- 4) Certificates for second and third place winners in zone and national achievement award contests.
- 5) New clubs at Aeronca Aircraft, Middletown, O.; Chicago Hard-

ware Foundry, Chicago; Hammond Management Club, Hammond, Ind.; Rheem Mfg. Co., Houston; Bendix Aviation, Kansas City, Mo.; Lockheed Aircraft Service, Sayville, N. Y.

The Executive Committee recommended three instead of four Board meetings yearly starting September, 1950; recommended formation of zone and area coordinating councils.

Membership committee reported 41,397 members as of March 1, 1950.

Director Thompson, Pratt & Letchworth works manager, reported on plans for annual convention in Buffalo September 13-16 at Statler Hotel.

Executive Vice President Bathurst in his report stressed importance of this year's Management Institutes.

Directors attended a dinner meeting sponsored by the Kansas City Council of Management Clubs, attended by 400 members and guests.

Tournament popular at Robertshaw

Youngwood, Pa.—Some 140 employees of the Robertshaw Thermostat Division, Robertshaw-Fulton Controls Company participated in a pinochle tournament. The tournament was an employee-management recreational activity, the social committee of the Robertshaw Foremen's Association working with an employees' committee supervising and sponsoring the tournament.

Play began January 6 and continued each Friday night for eight weeks. It aroused extremely high interest among employees. Each of the 27 departments in the plant were represented, as well as the office employees. Both women and men participated.—S. C. Steiner.



Government gets \$2 to GM employee's \$5

Detroit—High levels of production, sales, pay rolls, taxes and earnings for General Motors during 1949 were outlined in March by C. E. Wilson, president, and Alfred P. Sloan, Jr., chairman of the board, in their annual report to 434,000 stockholders.

These production and sales accomplishments resulted in total sales of General Motors products of \$5,700,-835,141 for 1949 as compared with \$4,-701,770,340 the year before. Noting that total sales for 1949 were three and one-half times the 1936-41 average, the report said: "This striking increase was the result in part of greater physical volume and in part of inflation. Dollars no longer provide the same yardstick for comparing physical production as before the war."

Reflecting this higher rate of operations, net income for 1949 amounted to \$656,434,232 as compared with \$440,-447,724 the year before. While the 1949 net income was at a new high it represented a margin on sales substantially the same as the average of 11.5 per cent for the years 1936-41. After deducting dividends of \$12,928,316 paid on the preferred stocks, the amount earned on the common stock was \$643,505,916, equivalent to \$14.64 per share. In 1948 the amount earned on the common stock was \$427,519,409, equivalent to \$9.72 per share.

Pay rolls in 1949 totaled \$1,440,-690,450, an all-time peak. During 1949 GM paid or accrued total taxes of \$580,000,000.

Commenting on the relationship of profits to sales, the report declared:

"During a period of generally good business, profits tend to rise rapidly both in terms of dollars and in relation to sales. In other words, when the volume of sales is higher than the average volume over a given period, profits at the higher volume exceed the average profits for the given period by a greater percentage than the increase in sales. In the same way when sales are below the average, the rate of decline in pro-



ECONOMIC FACTS OF LIFE was subject of a full dress conference series (four sessions) in January sponsored by Hamilton Foremen's Club of Hamilton Manufacturing Company, Two Rivers, Wis. Average attendance: 100 per meeting—included also school teachers, clergy, sub-foremen and gang leaders. Presentations under leadership of Merle Schmid and Harry Everingham of American Thought Leaders Forum. "Congratulations, men!"



"BREAK EVEN" POINT was subject graphically presented to foremen at Oliver Corporation's Cleveland plant by John Fitzsimmons, training director, and Ben Armbruster, budget analyst.

fits is greater than the decline in sales.

"Profits fluctuate in this way because an important portion of costs is fixed and must be met whether business is good or bad. If profits did not fluctuate, prices would have to be increased in periods of low volume but would fall in periods of high volume. Such a policy would not be desirable nor would it be practical in an industry like the automotive industry in which any approach to pricing is subject to the impact of both costs and competition."

Expansion helps picture at Pittsburgh Plate Glass

Pittsburgh—Sales and earnings for Pittsburgh Plate Glass Company were at all-time highs during 1949. Sales totalling \$281,462,159 were slightly higher than the \$280,037,351 reported for previous year.

Net income was \$38,135,088, equal to \$4.22 per share, as compared with 1948 net income of \$32,748,900, equal to \$3.65 per share. Reported earnings of \$38,135,088 include a non-recurring net profit of \$3,080,131 resulting from the sale of securities, according to the annual report statement issued in March by Clarence M. Brown, board chairman and Harry B. Higgins, president.

"Despite a decline in general business, particularly during the first half of the year, "Pittsburgh's" sales volume was increased as the result of intensified sales effort and the sustained activity in the automotive and building fields.

"A contributing factor in the increase of both sales and income was the virtually completed \$70,000,000 post-war capital expenditure program which permitted greater production and increased manufacturing efficiency in the firm's various divisions," according to the officers.

"Pittsburgh" is a major producer in

the paint, basic chemical, sheet and plate glass industries. It also manufactures painter's and industrial brushes, store-front metals, cement.

Freedoms Committee formed at Grayson

Lynwood, Cal.—The famous Caroline Pines in Hollywood's movie capital was the scene of the February meeting of the Grayson Administrative Conference. Guests were Glenn Bowman, one of the Robertshaw-Fulton Division sales managers, and Messrs. Hal Rice, Bob Main, Mike Caparone, Tom Davidson of the Hollywood Research Laboratory.

Chairman Al Pisonero read a card

from Mrs. J. E. O'Hagen and family thanking the G.A.C. for their kind expressions at the passing of Mr. O'Hagen. Stuart Manly reported on the activities of the Legislative Committee.

Tom Arden, executive vice president of Robertshaw-Fulton, discussed contract proposals and explained the purpose of the Research Laboratory in relation to our production and sales.

Don Hart, Zone "A" director, presented awards in form of resolutions to past club officers Mil Alway, Al Pisonero, Fred Beck, Roy Hamilton, Charles Willis. The chairman presented Mil Alway, new president of the Southern California Coordinating Council, with a gavel as a token of appreciation of his services as G.A.C. president last year.

Cliff Anliker received an award for completing a course in conference leadership given by Bill Levy. Following the dinner GAC members were conducted on a tour of the Research Laboratory.

Also on the February docket was an inter GAC March of Dimes campaign which was quite successful. The GAC has just completed the formation of a Freedoms Committee.—J. McMillan.

Association's annual pin tournament draws 1000

Detroit—Two hundred teams and 1000 bowlers participated in the Second Annual National Bowling Classic of The National Association of Foremen held at State Fair Recreation here March 12. Event was sponsored by The Detroit Area Council of NAF Clubs.

Trophy for most teams entered went to National Tube Management Club,



FOREMANSHIP TROPHY—H. G. Drawdy receives the Charles Reynolds trophy at annual ladies night at Spindale Mills Foreman's Club, Spindale, N. C. Cup is awarded each year to foreman in the club who has done most toward advancement of foremanship. From left: Charles H. Reynolds, vice president (production); Mrs. Drawdy; Mr. Drawdy; W. M. Littlejohn, Club president.

family
and ex-
Hagen.
activities

resident
ed con-
the pur-
y in re-
es.

or, pre-
tations to
ay, Al
hamilton,
resented
e South-
Council,
reciation
ent last

ward for
ce lead-
ollowing
re con-
h Labo-

was an
ampaign
the GAC
on of a
illan.

pin
00

ns and
Second
asic of
foremen
on here
by The
Clubs.

ed went
t Club,

Lorain, Ohio, for its 20-team entry. Trophy for team coming from greatest distance went to Maytag Management Club, Newton, Iowa.

Top purse from the big bank of prize money, \$300 went to over-average high team "Front Office", Oliver Management Club, South Bend; second (\$150) to "Ustebes", Briggs Management Club, Detroit; third (\$100) to "Engineering", MAECO Management Club of Monroe Auto Equipment Co., Monroe, Mich. Eleven other cash prizes were awarded.

Top purse of \$100 for over-average high individuals went to R. Heck, Oliver Management Club, South Bend; second (\$50) to E. Barron, MAECO Management Club, Monroe, Mich.; third (\$40) to J. Hendricks, Budd Supervisors Club, The Budd Co., Detroit.

Fred Wolf, Detroit radio and TV sportscaster acted as MC. A noteworthy ceremony was staged when captains of 40 teams in the opening squad lined up with a ball in their assigned alleys. As the pins were lowered simultaneously across all 40 alleys, "NAF" in bright colors on pins 1, 2 & 3 made an impressive sight. Visitors included NAF President B. A. Hodapp, president of Peerless Saw Co., Columbus, Ohio.

Springfield meet set for April 22

Springfield, Ill.—A 1950 regional conference for management men of industries here and in central Illinois will be held April 22 in Springfield under the sponsorship of the Sangamo Electric Management club.

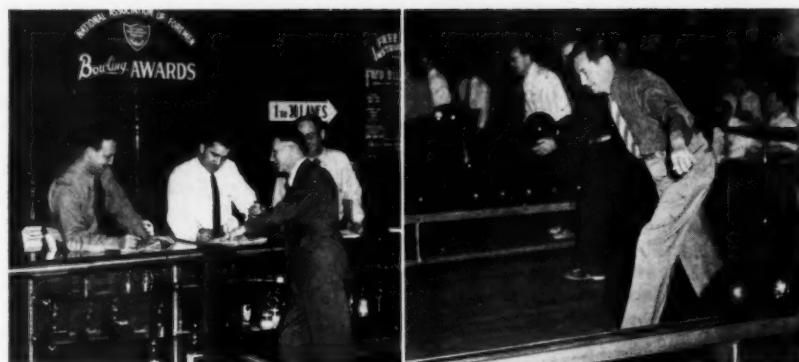
Registration will be held from 11:30 a.m. to 12:30 p.m. Dr. Henry H. Crane, pastor of the Central Methodist church, Detroit, Mich., will deliver the keynote address. He will be introduced by R. C. Lanphier, Jr., vice president of Sangamo Electric Company. E. A. Costa, president of the Springfield Manufacturers Association, will welcome the group. Dr. J. E. Bathurst, executive vice president, will represent the NAF. Dr. A. Ray Grummon, pastor of the First Methodist church, will give the invocation and Emil Blase, general chairman, will preside.

At a banquet session at 6:30 p.m., the speaker will be Attorney C. A. Kothe of Tulsa. He will be introduced by D. S. Funk, president of Sangamo Electric. Rev. E. W. Ziegler, pastor of Westminster Presbyterian church, will give a prayer and LeRoy Payne, president of the Sangamo Electric Management club, will preside.

Armco guests at stock show

Houston, Texas—Ride 'em cowboy! Members and their families were the guests of Armco Foreman's Club at the Houston Fat Stock Show and Rodeo,

MANAGE April 1950



CHECKING ENTRIES from Budd Company is Dick White, president of Budd Supervisors Club, at Annual NAF Bowling Tournament with Tournament Committee (left to right) Frank Kolke, Dan Lipinski, Henry Mohler, of Briggs Management Club. In action is W. O. Briggs, Jr. (right), vice president and treasurer of Briggs Manufacturing Co., who led his club to second place in team event, placed eighth in singles.



AT ANNUAL BOWLING CLASSIC of management clubs in March (Detroit) President Frank Baker of Detroit Area Council congratulates Charlie Carr of Magnavox, Fort Wayne on his top score (strike) in opening ball ceremony. Last minute pre-tournament plans are checked by (left to right) NAF Vice President W. E. Landis, Sportscaster Fred Wolf, Dan Lipinski, Briggs recreation director.

and, pardner, Texas is sure growing some fine critters these days. There is a noticeable trend to cross breeds in cattle for strains that thrive on the Texas heat and wetness of the Coastal Plains. The rodeo, with Roy Rogers as the featured entertainer, was rough enough for most, but conducted with professional smoothness.

At the last Open Forum Discussion, it was not decided if the states should remain in possession of their tide lands, but many statistics were quoted, many arguments for and against were advanced, and everyone felt they were well versed in all phases of the issue when the meeting closed.

It was of interest to learn of the second NAF affiliate in Houston. Formed from the management group of Rheem Manufacturing Company, we feel confident this will be one of many more in the near future.

NAF's Kappler is to be present at the next club meeting of A.F.C. and, from past experience, we can anticipate with pleasure an educational and entertaining talk.—J. D. Harmier.

Two April events set by Michigan City clubs

Michigan City, Ind.—March meeting of Michigan City Management Forum was held at Hotel Spaulding, March 6. E. J. Heise, program chairman, gave us Ray Hibner, city councilman and industrial engineer at the Weil McLain Co., as speaker. Subject: "Your City Government." Facts and procedures in the operation of a city were presented. To say that question and answer period following his talk was a spirited one, would be an understatement.

Two films were shown: 'New Horizons' made by the Aluminum Co. and 'Doubtful Dollars', put out by Aetna Life.

Club President George Naanes announced the showing of the General Motors Progress Show, at the Isaac C. Elston High School Auditorium, April 26. The show will be on from 10:00 a.m. for students—will be shown again at 8:00 p.m. for the public.

Announcement was made of a Conference to be held here May 6—an all

day affair, to which all Southern Michigan, Northern Illinois, and all Indiana clubs are to be in attendance. Al Schwann, district director, has promised a full day of education and entertainment. The Joy Manufacturing Club and Michigan City Management Club are co-sponsors and hosts for both the show and the Conference with Al Schwann as "pusher."

A cordial invitation is extended to any club member in the vicinity on those days, to attend. We guarantee it will be worth the time.

The South Shore has trains to Michigan City leaving every hour from South Bend or Chicago.—J. Goddard.

New Detroit area council points up free enterprise

Detroit—F. N. Baker, personnel staff assistant of the Detroit Edison Company, was elected president of the newly formed Detroit Area Council of NAF Clubs at an organizational meeting held, March 7 in Ecorse, Michigan.

Other officers: W. H. Collison, Coke plant superintendent, Great Lakes Steel, vice president; A. J. St. Clair, time manager, Timken-Detroit Axle, secretary; Harold A. Riegel, cost accountant supervisor, Gar Wood Industries, treasurer.

Organization is made up of supervisory clubs of the metropolitan area affiliated with the National Association of Foremen.

Purpose of the council is to promote unity in management and better supervision in the free enterprise system; to foster and propagate the NAF code of ethics and principles through the cooperative efforts of the NAF affiliated clubs in the Detroit area; to maintain a

permanent NAF branch office in Detroit.

Supervisory clubs from the following companies are members: Briggs Manufacturing Co., American Forge and Socket, Gar Wood Industries, Detrex Corp., Great Lakes Steel Corp., Supervisors Forum of Detroit, Fenestra Steel, Timken Axle Co., Zenith-Bendix Corp., and the Budd Co.

Marine film available at Oliver club

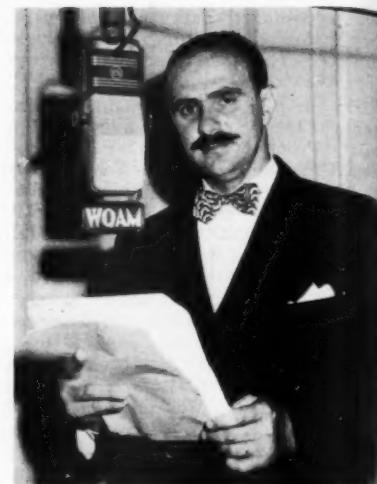
Cleveland—January and February meetings of Oliver Management Club here were highlighted by two unusually fine speakers and topics.

High point in January was talk by Irwin A. Williamson, plant superintendent, whose hobby is producing underwater films. He narrated as he showed a dynamically exciting colored movie, photographed by him, deep beneath the sea. Beautiful, yet menacing, underwater monsters are excitingly incorporated in this film. Exotic spotted manta rays, deadly man eating sharks hovering dangerously near; lovely peaceful underwater seaweed gardens with all their breath-taking color have been skillfully captured on this film.

An enthrallingly exciting battle between two octopuses and a deadly giant eel was wonderfully photographed.

It was quite unusual to find this talent in our plant "Super." We recommend to other clubs to see Williamson's film which contains real action, being both educational and entertaining, and one which held some hundred Oliver foremen spellbound from its dynamic beginning to its spectacular end.

Irwin A. Williamson has been associated for many years as technical ad-



Oliver Corp.'s deep-sea Explorer Williamson: "Exotic, but deadly."

visor and producer of underwater scenes for major Hollywood studios. He has appeared on the We the People program at three different times and conducted his own television show in Hollywood. Williamson has devoted his life to travel and adventure, specializing in undersea exploration and undersea photography and has contributed many inventions for deep sea salvage and marine work such as his underwater lung, submarine escape mask, many types of underwater motion picture cameras.

Norm Emig and Joe Eckstein furnished musical entertainment.

The February meeting was the 'piece de resistance' for the year to date, held in the famous Petite Room of the Carter. Main speaker was the Honorable James A. Rhodes, mayor of the City of Columbus and presently candidate for the Republican nomination for Governor of Ohio, who discussed the very interesting subject "Freedom of Athletics". He skillfully told a story of how we must see to it that nothing is done by subversive groups to suppress our freedom of education as it is going to be up to the American boy to "carry on" where we leave off. Mayor Rhodes illustrated his points by well selected stories which kept his audience vitally interested, at the same time tickling their "funny bone."

He pointed out that the reason the American boy excels is that he has learned to appreciate the real value of the "Competitive System" in the athletic sports' field and suggested that we take a page out of this book and call our American System the "Competitive System" rather than Industry's "Free Enterprise System," or, "Labor Capitalistic System" as it more truly exemplifies what it really is.

Other interesting visitors were Ray F. Monsalvatge, Jr., of NAF and Oscar Eggen, vice president in charge of



NEW DETROIT AREA COUNCIL—Officers of Detroit metropolitan clubs who spearheaded organizational meeting which resulted in the formation of the Detroit Area Council of NAF Clubs. Standing (from left): Paul Baker, Great Lakes Steel Corp.; W. C. Craig, Timken-Detroit Axle; Merle E. Waters, Budd Co.; Harold L. Riegel, Gar Wood Industries; J. D. Hamacher, Detrex Corp.; Henry Holleyoak, Great Lakes Steel Corp. Seated: Arthur B. Swartz, American Forging and Socket Co.; Cecil Starling, Zenith Carburetor Co.; Dr. J. L. Giese, Briggs Manufacturing Co.; Joseph Engleman, Supervisors Forum of Detroit; and Robert Hay, Detroit Steel Products. Great Lakes Steel Management Club was host for the meeting held at Ecorse, Michigan, March 7. Council president is F. N. Baker, personnel staff assistant, Detroit Edison Co.

engineering of the Corporation.—L. D. Ogle.

Monsanto's Klein at Aluminum Ore

East St. Louis, Ill.—At Aluminum Ore Foremen's Club March meeting reports were made on the Club card party which was held February 15. Stanley Matejka and committee were complimented on their fine job. It was announced the April meeting will be "Ladies Night" and it will be fun.

Aldus Westfall, the new chairman of programs, introduced Karl D. Klein, training supervisor of St. Louis Queeny plant of Monsanto Chemical, who spoke on "Science and Human Relations". New members were initiated into the Club by W. R. Bean, past president and NAF director.

Lunch and refreshments were enjoyed.—R. J. Scharbert.

Candidates ride same band wagon

Buffalo—The 1848 Club of Pratt & Letchworth always make their annual election of officers a gala affair, with a lot of good natured rivalry among the candidates. Held in February, this year was really something! Howard Link and Ben Jackson were the two presidential candidates. Just to emphasize the good feeling, both gentlemen, dressed for the occasion, rode in an old fashioned surrey from Ben Jackson's home to the restaurant where the elections were held and dinner served.

Howard Link was elected president; Joe Molloy, vice-president; Stanley Wojcieszak, treasurer, Stanley Hadynka, secretary. Featured was the singing of the new NAF song "Men of Management" with Ralph Tatro at the piano as leader. It was splendid!

Feature speaker was Richard Batt,

chief of quality control and production engineering of Trico Products, who lived up to advance notices.

Frank Macano, secretary of NAF National Convention Committee, spoke on plans now being made, emphasized how the 1848 Club was doubly responsible for its success in September, because of Alan Thompson's responsibility as Convention chairman.

The new president and Frank Macano are attending this week's Management Development Institute, held by Doctor Levy.

Club 1848 has already applied for the prescribed Standard of Excellence endorsement.

Twenty-two members applied for books thus far during February.—W. N. Whitney.

Pacific Northwest meet April 15 event

Seattle—If enthusiasm of committee meetings is any indication, this year's Pacific Northwest Management Conference at Seattle, April 15, will be even more successful than last year's applauded sessions.

That's the word of Chairman Floyd McCroskey, whose volunteer staff of assistants from four Seattle management clubs has again extended invitations over a broad area covering the states of Washington, Oregon and Idaho and British Columbia.

"The Role of the Supervisor's in Today's Society" might well be the central theme for this year's conference, although the long list of conference talks and panel discussions covers a broad field of subjects.

Examination of the program reveals just that—a one-day course in human relations, social obligations, leadership, expressions, aims, labor relations, legal obligations, public relations and why faithful attention to all these things is

so important to the future of a free democracy as we now know it.

"It will be worth the small expense involved for the employer who sends a delegation to the conference," McCroskey declared.

Top speakers are being booked for the conference, which will open at 11:30 a.m. at the New Washington Hotel, will run the rest of the day until 8:30 p.m.

A goal of 350 to 400 delegates has been set.

Large delegations are expected from Seattle, Portland and Tacoma, with other individuals and small groups counted upon from Spokane, Eugene, Victoria, Boise, Vancouver, Everett, Bellingham.

Sponsoring clubs are Seattle Management Club, Tri-Company Management Club, Seattle United Air Lines' Management Club, Boeing Supervisors Club.

Chairman McCroskey of United is assisted by Co-Chairman Walter Kee of Boeing. Committee chairman are Bill DePue, United, arrangements; Ray Moran, Tri-Company, promotion; Glenn Wilson, Seattle Management, publicity; Rem Thigpen, United, speakers; Anson Blakker, Boeing, finance, and Bill Jones, Tri-Company, registration.—Glenn Wilson.

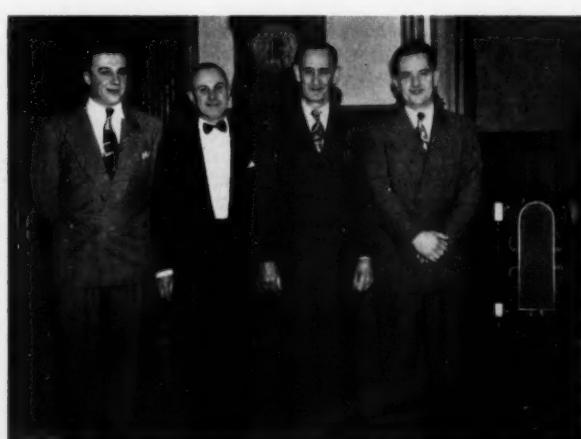
Kokomo sets activities for free enterprise

Kokomo—With about 450 members present at its March meeting Kokomo Foremen's Club made new strides in its program to promote a wider understanding and appreciation of the American system of free enterprise.

Newest phase is a campaign, launched by Executive Vice President Robert Schumaker, to get every member to register and vote in May primaries and November election. Schumaker explained procedures for registering,



NOVEL CAMPAIGNING at Pratt & Letchworth's 1848 Club for officers' election. Here Club-member Ed Zunner furnished team and surrey that dates "way back." Successful candidates (from



left): S. Wojcieszak (T.); Howard Link (P.); Joe Molloy (V.P.); S. Hadynka (S.).

urged every foreman to participate in his government. Club will do a follow-up check to be sure every member is registered.

The foremen heard another in club's series of speakers on aspects of American economic system—Rollin A. Stearns, Chicago consultant who has perfected a technique explaining basic economic facts in terms anyone can grasp.

Changing his title to "Wages and Profits—Their Influence On Our Economic System," speaker stated that under our system, wealth of a company must go partly to workers and shareholders as "wages," partly to future expansion and development as "surplus" or profits. "The surpluses of today," he said, "are the capital assets of tomorrow."

Industry's profits indirectly bring great benefits to wage earner: with profits a company protects employees from losses of obsolescence, depreciation, contingencies; profits provide for plant expansion, new products, better products, lower prices; profits permit greater employee benefits, shorter working hours. All add up to increased security, a higher living standard.

Mr. Stearns stressed the fact that without the profit system American industry would not have progressed in the past, will not progress in the future.

Mr. Stearns was sponsored by Hoosier Iron Works which had charge of the annual "management night" program, when management of a local industry takes over the club's program for one evening. W. L. Seymour, superintendent of Hoosier Iron Works, had charge of the meeting. Speaker was introduced by Edward Kaegi of Delco Radio.

Mr. Stearns complimented the High School Choir on the excellence of their 15 minute program.

Donald Harpold, president of the Kokomo Foremen's Club, announced the next plant visitation—at the National Homes Company in Lafayette.

A transcript of Mr. Stearns address is expected to be broadcast over Station WIOU.

Kings County appoints nominating committee

Brooklyn—Most important business at February dinner meeting of the Kings County Foremen's Club was appointment of a Nominating Committee by President Lloyd E. Larson, for the forthcoming annual election of officers. Those named were F. G. Tuero, chairman, A. Schrader's Son, Inc.; D. Grezzo, Hills Bros. Company, Inc.; J. Bar, Rockwell Manufacturing Company; J. P. Greene, Pilgrim Laundry Inc.; J. Sharkey, Brooklyn Borough Gas Company; J. Sullivan, Socony-Vacuum Oil Corp.; F. Lagerbeck, A. Schrader's Son, Inc.

Guest Speaker was Dr. Arthur Secord. Subject: "Look Out—Your

Speech is Showing." Dr. Secord spoke to us just one year ago and was so well received that we called upon him for a repeat performance. He pointed out three basic principles of Public Speaking, whether the audience be one or many. The first is vocabulary; the second, organization; the third principle is change of pace in delivery. At meeting's close, Mr. Larson urged members to plan to attend the "1950 Greater New York Area Conference" to be held Saturday, April 1, at Hotel New Yorker. —E. A. Valet.

Pittsburgh Coke club hears about Germany

Pittsburgh—On March 2 the Pittsburgh Coke & Chemical Company's Management Club held its regular monthly meeting at Dutch Henry's Dining Room.

Col. Conrad Hardy, district engineer of the Corps of Engineers in Pittsburgh spoke on "My Observations in Germany". Col. Hardy's talk was illustrated with beautiful Kodachrome slides that he had taken personally in Germany while he was deputy chief engineer for the European Theatre Command.

R. M. Marshall, president of Pittsburgh Coke & Chemical talked to the Club, an organization of the Company's foremen and supervisory personnel.

Monsanto installs officers

St. Louis—Monsanto Supervisors' Club (Queeney plant) installed its officers for 1950, following January dinner meeting, as follows: Karl Klein, supervisor, (P); Raymond Krummrich, foreman, (1st V.J.); William Woodland, foreman, (2nd V.P.); Raymond Ewald, supervisor, (S.); Arthur Kornfeld, foreman, (T.).

Charles Kothe, past vice president of U. S. Junior Chamber of Commerce, was scheduled principal speaker, but was unable to come when bad weather forced cancellation of his flight.

Retiring President Elmer Bartman, acted as the installing officer.—H. Scott

Columbus holds tenth anniversary night

Columbus, O.—Tenth NAF Anniversary Night, sponsored by the Jaeger Machine Company, R. M. McLean, president, was one of the top meetings of the year. While we did not have the largest crowd, enthusiasm and interest made it one long to be remembered.

Entertainment by George McGarvey and his Hammond Organ was enjoyed. We were most happy to see so many of our past officers and pioneer members present and expressions of 10 years of progress, indicated renewed interest in our activities.

President Davis in welcoming the group introduced the past officers, directors, committee chairmen and other pioneer members as well as the past presidents who were present—they were given a rousing applause. President Davis outlined highlights in our 10 years of progress.

A. L. Schmeig, administrator, Regional Blood Center, ably "kicked off" the annual Red Cross Drive.

Ed F. Arter, chairman, Education Committee, with assistance of Coordinator Knoebel, presented certificates to the 86 graduates in the "Human Relations and Industrial Psychology" courses. This was the largest graduating class in the history of our training program.

Dewey C. Parris, vice president Membership, introduced new members and new member companies.

Howard W. Earnshaw, vice president,



NEW OFFICERS of Monsanto Supervisors Club at St. Louis (from left): R. Ewald (S.); A. Kornfeld (T.); K. Klein (P.); R. Krummrich (1st V. P.); W. Woodland (2nd V. P.).

resident of
Commerce,
Speaker, but
bad weather
light.
Bartman
—H. Scott

nth

Anniver-
Jaeger
Lean, pres-
meetings of
have the
and interest
membered
McGarvey
as enjoyed
so many
neer mem-
of 10 years
ed intere-

oming the
officers, di-
and other
is the past
sent—they
use. Presi-
ights in our

rator, Re-
kicked off

Education
of Coordi-
certificates to
uman Rela-
psychology
graduating
aining pro-

president
members

president



TENTH ANNIVERSARY NIGHT of The Foremen's Club of Columbus featured Arthur C. Horrocks, Goodyear Tire & Rubber Company, as speaker (speaker's table under small banner). Many executives attended, heard Club President Davis outline "10 years of progress."

Jaeger Machine Company and one of our pioneer officers, was introduced as co-chairman of the evening. A. C. Horrocks gave us a dynamic talk on "How Are Your Relations." Mr. Horrocks had presented the original charter to the club on March 7, 1940 and congratulated it on 10 years of progress in NAF.

The Jaeger Machine Company had a special display in the lobby showing a portable compressor and pump and a working model of a cement mixer.—E. Knoebel.

Atlantic Steel plans open house

Atlanta—"Dixiesteel on Dixie Farms" will be the overall theme of the Atlantic Steel Company's Open House, May 5-6, in Atlanta, Georgia. Occasion will emphasize the variety of products this company makes for Southern farms and the wide range of prime materials and fabricated parts which it supplies to manufacturers of agricultural machinery and equipment.

In announcing the 1950 Open House plans, R. S. Lynch, Company president, pointed out that exhibits would be located throughout the plant. Emmett R. Rushin and Michael F. Wiedl have been named to handle exhibit arrangements. Open House displays will spotlight machinery and equipment made by Southern agricultural implement concerns which use Atlantic Steel Company's prime materials or processed parts in the manufacture of finished products. Plows, harrows, distributors,

peanut pickers and a wide range of products for the farm will be featured in these mechanized displays.

Atlantic Steel finished products, such as field fence, nails and wagon hardware, which go directly into the farm market will also be prominently displayed. Processed parts, forgings, stampings and heat treated parts will be exhibited in the Manufactured Products Division. A model country hardware store showing field fence, barbed wire, nail products, packaged goods and general hardware items will be located in the Wire Products Division.

Customers, civic and industrial leaders, engineering groups and technical associations, stockholders, and Atlantic Steel Company employees will be invited.

W. Penna. group prepares for Pittsburgh seminar

Pittsburgh—Pittsburgh's House of Stars, the Buhl Planetarium, will be the meeting place for the first "NAF" Seminar in the city.

Chairman Clayton D. Kuester of the Western Pennsylvanian Affiliated Clubs and his able staff of officers and members working in conjunction with Dr. William Levy have completed plans for the sessions which will be held morning and afternoon through the week of April 24-28 inclusive.

A capacity attendance of 25 active participants and 75 observers is virtually assured.

At a meeting of the Affiliated Clubs on March 24, many interested persons

were the guests, at which time "NAF" and its objectives were discussed. These persons were contacted through the recent Industrial Management Conference, and the contact work subsequently accomplished by Dave Booth of the "NAF" staff.

A nominating committee composed of one member of each affiliated club, appointed by its president, who select their own committee chairman, will present a slate of new candidates to serve the Affiliated Clubs for the ensuing year.

All their host of friends will be glad to hear of the advance toward recovery made by Director Ralph N. Jones of Railway Industrial Engineering Co., Greensburg; William D. Strain of Universal Foremen's Club, Bridgeville, Pa., former W.P.A.C. secretary; and Andrew S. Brindza, vice president of the Blaw-Knox Division Foremen's Club, Blawnox, Pa. Greetings may be sent to them through their respective Clubs.

The results of good fellowship, exchange of ideas and unity in leadership and membership continues to express itself in the progressive advance of the Affiliated Clubs.—J. C. Smith.

Armco group sponsors Cincinnati meeting

Middletown, Ohio—Armco Fabricating Division Foremen's Club put on the program for the Greater Cincinnati Foremen's Club at the Masonic Temple in Cincinnati.

C. M. Allen, staff supervisor of safety, Armco, gave a slide lecture on the "Past and Present Methods of Safety"—slides to show how accidents had happened, what was done to prevent recurrences. M. J. Evans, safety advisor, Fabricating Division, used models to demonstrate how a foreman can teach his men proper methods of lifting.

Mr. Evans pointed out to the foremen that home accidents and fires can keep a man off the job as well as plant accidents. He then used a model to show the hazards of improper fusing electrical circuits at home.

Charles Jenkins, president of Cincinnati Foremen's Club, presided. E. C. Vollette, program chairman, Armco, introduced speakers. W. W. Essig, president, Armco Club, spoke briefly on the Club's plans for sponsoring a Middletown "Freedom" Committee.—C. Kindred.

Pond Creek group plans attendance award

Bartley, W. Va.—Bartley Foremans Club of Pond Creek Pocahontas Company in February's business session adopted an attendance incentive. Members divided into four groups, three mine operations and one of miscellaneous departments. The group having

best average attendance for six months will receive a substantial cash award. We think plan will stimulate attendance, add to a successful year.

Another feature was adopted whereby at each meeting one or more member of the club will relate episodes in their life.

February's feature speaker was R. S. LaRue, Club secretary, who gave an interesting talk on income taxes and how they effect corporations and individuals.

Meeting was concluded by showing two films: "The March of Time" and "Sports Review."—I. Cash.

Planning pays in blood bank at Briggs

Detroit—In six months' time, members of Briggs Management Club have donated 220 pints of blood to a bank established for use of club members, their families.

Arrangements for operation of the bank were made last September with Detroit Chapter of American Red Cross. Next job for Harry Corby, blood bank committee general chairman, was the appointment of a co-chairman in each of the 10 Briggs Company plants in this area so donors could be enlisted.

Folders, bulletins were distributed to club members. The plant co-chairmen personally contacted all the men in their plants. The aims of the blood bank were emphasized at club meetings. Arrangements were made with the Red Cross to provide transportation of donors in groups direct from the shop to the bank.

These extensive preparations soon began to pay dividends. Briggs Conner plant men started things rolling by donating 50 pints. Members from other plants followed suit. Now, after having given out 41 pints—including 18 on February 14 alone—the Briggs club's bank still shows a balance of 179 pints on the Red Cross ledger. At the going

rate for blood transfusions, this represents a sizable investment.—W. S. Hayes.

American Forging men hear Emmert

Pontiac, Mich.—New processes that are being developed by General Motors to improve operations and reduce costs were discussed here by R. J. Emmert, manager in charge of facilities and processes for GM.

He spoke at a dinner meeting of the American Forging & Socket company management club. His talk, which also was given recently before the Society of Automotive Engineers, was illustrated with slides and motion pictures.

He stressed the importance of initiative and originality in developing work ideas, pointing out that nothing is impossible, once the need becomes apparent.

Arthur B. Swartz, Club president, welcomed guests from several General Motors units and other manufacturing plants. Swartz returned recently from a special NAF training course at Dayton, Ohio on management club affairs.

Emmert was introduced by Goodloe H. Rogers, president of the American Forging & Socket company.

Pittsburgh Plate Glass hears Nazi prisoner

Baltimore—An inspired and forceful message was delivered at the February Management Club meeting of the Pittsburgh Plate Glass Company in Baltimore by Dr. Boris Erich Nelson.

Relating personal experiences as a Nazi prisoner at Dachau, Dr. Nelson drew a vivid word picture of the contrast between life in America and life in the rest of the world.

His theme was the earnest chiding of Americans for taking their blessings



Ex-prisoner of Nazis' Dr. Boris Nelson earnestly chides Americans for taking their blessings for granted, speaking before Pittsburgh Plate Glass Management group in Baltimore.

for granted, and he sounded a solemn warning by saying:

"Democracy is very much like religion; either you work at it or it slips through your fingers."

Having seen what it means to live in a totalitarian state, Dr. Nelson, a German by birth, is an American by choice. Educated at Heidelberg, Goettingen, the Sorbonne, Oxford, and Columbia, Dr. Nelson speaks as a man of letters who, having fought for crusts of bread in a concentration camp, now appreciates the life of plenty in America.

With such a background, his impassioned plea to Americans to be on guard "lest it happen here", strikes home forcefully to his listeners.

In management it's "Grow . . . or Go."



SIX MONTHS SCORE: 220 PINTS—That's the record of Detroit Briggs Management Club members donating to a Red Cross blood



bank. Here 31 members prepare to leave a Briggs plant for bank headquarters—later, giving the precious fluid.



E. D. Sams . . . "Up the Rig."

Director Sams promoted

Parkersburg, W. Va.—National Director E. D. Sams has been appointed plant personnel manager of the local plant of the Parkersburg Rig & Reel Company, effective March 1. He succeeds R. S. Lemon, retiring after more than 20 years service.

Mr. Sams assumes his new duties after 27 years of service with this company. He began his career with the Company as a laborer, later became foreman. In 1941, he was made general foreman over five major departments. Mr. Sams is keenly interested in personnel management and employee relations, believes this field offers great opportunities.

He has been a leading spirit in the formation and activities of the local Tri-County Management Club. On the national level he is chairman of the Scholarship committee of NAF.

The Parkersburg Rig & Reel Company is one of the world's largest manufacturers of oil field equipment.—H. E. McCoy.

Ethyl's Mardi Gras well planned

Baton Rouge—Ed Coxe and Mrs. Robert Percy were chosen King Tetra and Queen Ethyl when the Mystic Krewe of Ethmaclu (Ethyl Management Club) here held its Second Annual Mardi Gras ball, February 17.

Over 200 members and guests, all masked and in colorful costumes, were present when the rulers of the Mystic Krewe of Ethmaclu made their appearance. After the Royal Court was toasted with champagne, King and Queen were presented with cigarette lighters as mementos.

Entire Court, including King and Queen, six dukes and six maids of honor were chosen by secret drawing at 10:00 p.m. Members of the Royal Court were: Ann Couey, Justine Her-

zog, Merle Fournet, Mary Snyder, Nell Klima and Frankie Walsh; Clarence Neher, J. D. French, Lee Johnson, James Stanfill, Francis Fisher, Les Price.

Ben Burge acted as master of ceremonies. George McKinney was chairman of the floor committee. John Furr, chairman of the arrangements committee, was assisted by John Granziano, Frank Padgett, Charles Hustmyre, E. L. Crunk, George Mehaffey.

Louis Menville handled the art work for the ball. The roof was gaily decorated to carry out the carnival theme. Randall La Porte headed the invitations committee which sent out with each invitation two tickets, one gold and one purple.

Couples dropped tickets in boxes when they entered the ball room. Purple stubs went into the men's box, gold ones in the ladies.

Master of Ceremonies Ben Burge, in starting the ticket drawing for selection of the Court, explained that Ethmaclu was a democratic organization which extended the privilege of service in the Court to anyone who was lucky enough to have his ticket drawn.

After the seven men and seven women were chosen, a large imitation cake was rolled out onto the floor. It had seven drawer compartments with a ribbon in each. Six ribbons had blue beads attached, one had a gold bead. Mrs. Robert Percy opened the compartment with the ribbon and gold bead thereby winning the honor of serving as Queen.

The seven men were dealt cards. To Ed Coxe went the king of hearts which bestowed the honor of reigning as King Tetra.

King, Queen and Court then retired to change to costumes fitting their posi-

tion. Following their return to the dance floor, they danced one dance and then reigned for the remainder of the evening.

The hundreds of good costumes incorporated many original ideas and much hard work and planning. The committee judging admitted that theirs was a difficult job. However, they finally emerged with winners as follows: best dressed man—Bob Herzog as Uncle Sam; best dressed lady—Mrs. Emmett Falconer as a pixie; most uniquely dressed man—Morgan Many as a ballet dancer; most uniquely dressed lady, Mrs. Morgan Many as a clown with a dog.

Supervisory development program

Cleveland—A few weeks ago, the Cleveland plant of Oliver Corporation, under the direction of Roger L. Leslie, training director, initiated into their Supervisory Development Program, an economic course designed to combat anti-democratic propaganda by explaining why and how we work together to make a living. This course, scheduled for a period of ten weeks, is an attempt to familiarize their 100 supervisors with general business and financial procedures, to aid them in their day to day living—both on and off the job. Further, it is the hope that all will complete the course with a full realization of their importance and responsibilities as a citizen and their influence in national affairs.

A gossip talks about others; a bore talks about himself; a brilliant conversationalist talks about you.



MARDI GRAS IN BATON ROUGE—King Tetra and Queen Ethyl with four members of their court during Second Annual Mardi Gras ball in February staged by the Mystic Krewe of Ethmaclu (Ethyl Management Club). Left to right: Mrs. Mary Snyder, Mrs. Justine Herzog, Queen Ethyl (Mrs. Robert Gray), King Tetra (Ed Coxe), Frank Fisher, Lee Johnson.

son ear-
ng their
ore Pitts-
group in

a solemn

like reli-
it slips

o live in
, a Ger-
y choice.
gen, the
bia, Dr.
ers who,
ead in a
preciates

impass-
on guard
s home

or Go."

bank

il 1950



"FLORIDORA GIRLS" at February Brigg's Management Club of Evansville (Ind.) meeting. They brought down the house during the less serious part of one of the Club's best programs.

Briggs stages its 'best program'

Evansville, Ind.—Program Chairman Ray Hufnagle with the co-operation of Bud McKain arranged one of the best programs yet staged by the Evansville Management Club at the February meeting.

B. D. Danchik, management consultant of Chicago, told the Briggs foremen how to "Understand Your Workers." L. McCormick, sales supervisor from Minnesota Mining Co., was a special guest. A hilarious amateur "Hell Z-A-Poppin'" program was presented by club members. A. West, R. Young, R. Putnam, P. Woolston and G. Steck. A "Florida Girls" chorus included H. Wilkie, Ed. Faust, Bud McKain, Preston Powers, Ivan Baker. Music was furnished by Mark Metcalfe trio.—H. W. Frank.

Oliver gets report on the European way

Springfield, O.—Oliver Management held its February meeting at the plant cafeteria with program in charge of R. E. MacMahan, club president, who introduced the two speakers. The first was C. R. Hunt, manager of sales, Eastern Division, who spoke on product changes, sales, improvements. Second speaker was Merle S. Tucker, vice president, (distribution) who spoke on his recent trip to Britain, Europe, North Africa. He described economic and social life of Europeans, made comparison between their ways and ours.—T. Roberts.

Armco miners hear William Levy

Montreal, W. Va.—Dr. William Levy, educational editor for *MANAGE* Magazine was principal speaker at the March meeting of the Armco Mining Division Foremen's Club here.

Mr. Levy's topic "Management as a Profession" provided a fitting climax to the extensive training programs given Armco supervisors during recent idle time caused by bituminous contract negotiations. An excellent luncheon was prepared and served to the seventy-odd members and guests by the Montcoal Ladies Aid.—V. Barnhart.

Cherokee Mills hears Kappler, Post

Knoxville, Tenn.—H. J. Post, past president and J. V. Kappler, district manager, NAF, were in Knoxville, February 15 through 17, to speak to Cherokee Foremen's Club and work with other supervisory groups. Mr. Post was here five years previous and spoke to the Cherokee Club when it was being organized and affiliated with NAF. On his return visit he spoke to the Club on "The Invisible Sign."

The conductor was perplexed. "Who on earth," he sputtered, "would want to steal a Pullman ladder?"

Just then, the curtain parted and a little old lady poked her head through cautiously. "Porter," she whispered, "you may use mine if you like. I won't need it until morning."

Douglas Aircraft hears plant manager

El Segundo, Cal.—We must try harder to understand our employees and achieve more meeting of the mind with them. T. E. Springer, plant manager of Douglas Aircraft's El Segundo plant told assembled management men at the February 23 meeting of the Douglas El Segundo Management Club held in Los Angeles.

Preceding the address the management men held a hotly contested election during which the following were elected for 1950: Harry Cornish, P. E. A. D'Amico, V.P.; Tom Mone, S.; Ray Kelly, T.; M. L. Andrews, S. at A. The "Mug of the Month" was awarded to G. W. Jones, Tooling Division.

May God bless and keep you

Kansas City, Mo.—For two years Neevel Luggage Foremen's Club here has adopted a needy family at Christmas time. Recipient of Club's generosity this year acknowledged their deed in the following letter:

"President A. C. Banta
Neevel Luggage Foremen's Club

"I want to try and thank you all for the most wonderful Christmas we have ever had. I don't know how to tell you how much I appreciate what you have done for us.

"Everything you brought was something we needed and could use. The clothing for the children was a God send as they needed it very badly. I had to exchange two pair of the shoes but didn't mind it at all for they are so nice and I did want them to fit well.

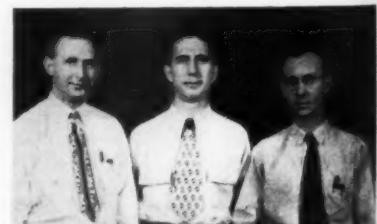
"I wish you could have seen the girls on Christmas morning when they found all the toys and food. I think the dolls and cradles are the favorites of the two oldest and the baby went for the fire engine.

"I can't do anything in return for all this but I know God will reward you in his own way. And I sincerely hope that everyone who helped with our Christmas has all the good things from life.

"Thank you again and a Happy New Year to all of you and a prosperous one. May God Bless and keep you.

"Sincerely Yours,"

(Name withheld)



Needy-family committee members of Neevel Luggage Foremen's Club, Kansas City, which adopted a needy family at Christmas time, 1949. From left: Edwin Karlin, chairman, Guy Mason, Francis Cobb, Mary Storer served but was absent when photo taken.

In management it's "Grow . . . or Go."

North American wins freedom award

Los Angeles—On February 13 our club received national recognition when honored as a recipient of a Freedoms Foundation Award, being judged fifth place nationally in the management and foremen's club category for 1949. Reese Taylor, a director of Free-



FREEDOMS FOUNDATION AWARD is presented by Union Oil President Reese Taylor (right), a Foundation director, to Everett Graves, president, North American Aviation Supervisory Club, which was fifth in foremen-management club category in Foundation's 1949 selections. Hollywood Advertising Club sponsored the luncheon for the presentation.

doms Foundation, and president, Union Oil Company, presented the \$100 check and engraved medal to club president Everett Graves at a luncheon meeting sponsored by the Hollywood Advertising Club.—Buzz Holland.

Scholarship fund boosted at Convair

San Diego—Down San Diego way, the Material Department of Convair sponsored the Management Club's "Ladies' Night" party held February 18. Arrangements for the dinner-dance, held in the Rose Room of the U. S. Grant Hotel, were under the direction of Bill Evans of the sponsoring department.

One hundred thirty-five persons attended. Both members and guests participated in the "Scholarship Fund" raffle held at each Convair Management Club meeting. Entertainment was provided by the Pauline Gleason Trio, currently-featured radio performers. Jim McFall's orchestra furnished dance music.—R. Dillon.

Dear Teacher: I sent Johnny to school to be learnt, and not to be smelt. He ain't no rose.—Robertshaw Symbol.

A psychologist is a man who watches everybody else when a good-looking girl enters the room.

MANAGE April 1950

Fault Lies With Us

From Page 5

"I became quite ill Saturday morning and Dr. Hamerlin of the Medical Plan just left here, after leaving instructions that I must remain in bed for the remainder of the week unless my temperature remains at normal for 24 hours before that time. He was a bit worried about the possibility of pneumonia. Will you please report the reason for my absence to Marie for me."

"The entire week's work is all set up, ready to take apart and countersink and dimple, so perhaps Evie can do that. I'm sending you my tool box keys because all of the bars are in my boxes, but please take care of my stuff as I've got several dollars worth of tools in there and I'd hate to lose any of them."

"Don't forget that all flush surfaces of the parts must be painted including chute and the box. Another thing, that air motor in my tool box is one I have out on a tool check from the crib that is just below Dept. 505 on Aisle E. Will you take out my countersink and return the motor for me? If Jim gets mine repaired and brings it back, please put it away for me. Be seeing you soon I hope."

Much progress has been made and more will be made. The business future of each of us in management depends upon it. The very fact that many of you men have management clubs and attend their meetings is evidence of your desire to progress, become better leaders, more skillful administrators. In these clubs you are acquiring knowledge, often an intangible thing, difficult to measure.

Don't be impatient if you don't see a way to put new knowledge to immediate use. It often takes time, and you are building for the future.

Also, we all go through periods when the employees under us seem to be working at cross purposes, and the boss over us seems to be applying unreasonable pressure without understanding our problems.

These periods are temporary—transitions—they might be called administrative growing pains. Your management club will help you get them into proper perspective, enable you to ride them out less painfully.

Consider the growing pains of our own El Segundo plant during the last few years.

In 1932 the total area occupied was less than that used by our cafeterias today. Today we have 1,625,404 square feet of modern, efficient factory. In the years to come, many of our management group, personally, will experience comparable growth, become captains of industry. The future is theirs, and yours.

Communists or fellow travelers and those who speak loudly of providing more and more costs and controls and, although they don't say it, less and less freedom, attack management men as selfish, unprincipled people. They would have you believe that a position of responsibility or wealth cannot be honestly gained. Then try to make peo-

ple think that management believes in achieving position and profit by grinding the life blood out of the worker. We, who are management men, know how ridiculous that is. The strength and progress of America and American business firms is based on good management, good tools, good ideas, and above all, on good work.

At Douglas, our management club has completed its first year. I recently congratulated the membership, the board of control, the officers, and the National Association (National Association of Foremen) on the course the club has taken.

Their programs, field trips, educational activity have been excellent.

They have adopted sound principles and have done their own thinking. It is my hope that the next year may be even more profitable for everyone.

Discipline

From Page 7

should share its disciplinary program with the union can best be answered by saying that the "protective" function of the union tends to make it ineffective as a disciplinary agent. The union cannot assess conduct penalties to the extent management may feel is dictated by the circumstances. Because the union is regarded by the employees as the "nursemaid" of his best interests, it is usually reluctant to recommend or concur in discharge even for just or sufficient cause. We believe that it is not only a wise course, but an essential one for management to retain within its orbit the full responsibility for the establishment, the maintenance, and the enforcement of the rules of discipline.

On the other hand, consultation with the collective bargaining agency is both prudent and implied in the initiation of a program of this nature. Any contemplated change in existing personnel policy should be made the subject of discussion with the union representatives prior to enactment. To refrain from so doing is to undermine that mutual confidence which is so necessary an ingredient of sound industrial relations.

A constructive method of approach, therefore, is to take the union into consideration. This, quite naturally, does not mean an invitation to the union representatives to bargain over the rules. It demonstrates the company's desire to foster good will.

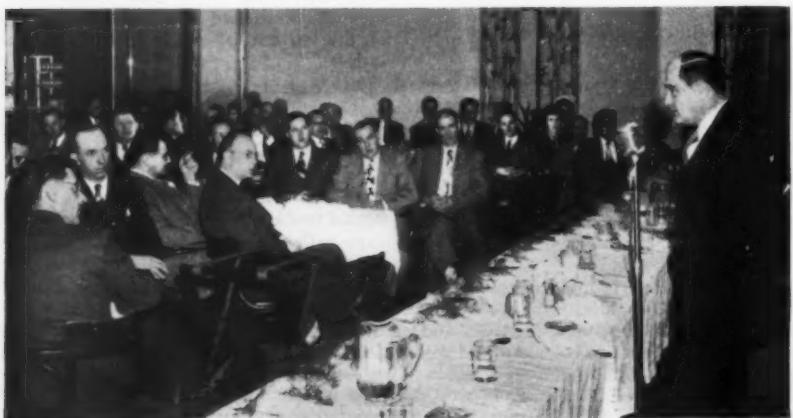
Should at any time an employee have a bona fide grievance, he can advance it through the proper channels, and if the problem cannot be resolved, arbitration may be resorted to as a terminal point as provided for in our working agreement. There are a number of factors which may cause an arbitrator to recommend a lesser penalty than that determined by the management. If the employee in question has a previous



EXECUTIVE NIGHT at Granite City Steel Foremen's Club when George B. Schierberg (left-front), executive vice president of Company was speaker. Greeting him is Club Program Chairman F. Mitchell. Club officers shown (left to right, rear): O. Grieble (S.); A. Schoenebeck (V.P.); K. Pellett (P.); C. Gold (T.).



MANAGEMENT TRAINING INSTITUTE at Syracuse Foremen's Club in February. Participants came from Carrier Corp., Porter Cable, Carborundum Co., Acme Steel & Malleable Iron, Pratt & Letchworth. End result: "Truly inspiring."



COMPANY PLANS was subject of inspiring talk before 178 members of Crosley Management Club by AVCO's Vice President John W. Craig in Cincinnati during February.

good record, he will probably not receive a recommendation for discharge. This is particularly true if he has other factors in his favor, such as first offense and the failure of the employer to show he deliberately intended to violate the rule.

Case Histories of Value as Precedents . . . If the employee has not been pre-warned of conduct violations, discharge action will rarely be sustained. It is important, therefore, for the company to have a form made up to record these warning procedures. A copy of this report can be produced upon the occurrence of future offenses, and can be used for ready reference in case of contemplated raises or change of jobs.

Another factor which the arbitrator considers is the manner in which you have treated similar offenses. If there is any indication of discrimination, the employee will not be subject to dismissal. And if there has been any change of company policy without a proper notification to the employee, discharge is not likely to be upheld.

Grievances . . . One of the most important factors in company policies as these relate to organizational discipline is the fair adjustment of grievances. As an additional means to this end, we have for some time utilized the services of a stenographer in our weekly sessions with the adjustment committee of the union. This record is kept from year to year with appropriate indexes and cross-references. Despite annual shuffling of union personnel this permanent record has the effect of establishing a sort of common law which aids materially in stabilizing our labor relations. It is likewise an invaluable aid in later discussions with foremen regarding the disposition of a problem which emanated from their department. Last, but of equal importance, when utterances are recorded in form for others to read and observe, the meeting assumes a quiet dignity not always obtainable in less formal gatherings.

In general, we have aimed at establishing that discipline is an integral part of any program which has for its chief end the development of better worker attitude and higher worker morale, and it should be viewed, therefore, from a "cause and effect" perspective. It can only become a positive force for the betterment and benefit of all when the general policy having to do with its enforcement is so much common knowledge with employees that they expect the instant imposition of penalties when any infractions of the rules occur.

Washington

From Page 1

decision. Its outcome is important to the printing industry which apparently regards the original decision of the Board as a major victory and a means

MANAGE April 1959

not recharge. As other first of employer added to

cedents in pre-charge. It is company card these of this occur- can be of con- jobs.

bitrator which you If there- tion, the to dis- en any thout a vee, dis- d.

they are transcribed on to individual department reports and placed in a folder. Each department head visits the Safety Office sometime within the following week and takes notes of items pertaining to his department so that where it is possible the necessary corrections or improvements can be made in advance of the next inspection.

Standings are posted in a framed bulletin in the Main Time Control for review of all employees. At intervals, standings are sent weekly to the homes of employees in our weekly *BULLETIN* and on occasions, are in our monthly magazine *CASTINGS*, which also is mailed to homes of employees.



WINNER at Convair Club's Ladies Night at San Diego. From left: W. G. Evans, R. D. Webster, Material Department, Rosemary Mullen, secretary to assistant division manager, and Mrs. John P. Hopman. Evans is presenting spun copper drinking set to Mrs. Hopman, one of the contributors to the "Scholarship Fund" to win a prize. Webster compares winning ticket with stub drawn from "Drum" by Miss Mullen.

Young Husband: "This pie is burnt. Send it back to the store."

Young wife: "I didn't buy it. It's my own cremation."

MANAGE April 1950



E. R. Baxter

F. W. Bonacker

F. W. Scott, Jr.

CARBORUNDUM PROMOTIONS recently include E. R. Baxter from director of sales to assistant vice president; F. W. Bonacker from sales manager of Coated Products Divn. to general sales manager of Company; F. W. Scott, Jr. from assistant sales manager to sales manager, Coated Products. Congratulations to these men, all with long service records, who have worked up from scratch.

Industry...At Work

Detroit—Last year General Motors people submitted 67,625 new ideas under the Company's suggestion plan program, designed to promote employee initiative in improving products, processes or working conditions, according to GM officials. Of the total suggestions submitted—12,600 more than in 1948—16,597 were accepted, compared with 13,880 in the previous year. Cash values of awards, which are made in savings bonds or cash, totaled \$687,562. Since April 1, 1942, when the suggestion plan program was established on a company-wide basis, 129,099 of the 565,868 ideas submitted have been adopted. The cash value of awards granted has totaled \$5,062,439.

New York—Publication of the text of the most comprehensive discussion of problems of plant maintenance ever undertaken was announced today by Clapp & Poliak, Inc., the management of the Plant Maintenance Show held in Cleveland in January. The two-volume text, "Techniques of Plant Maintenance—1950," are the proceedings of the first Plant Maintenance Conference held concurrently with the show.

Thirty outstanding experts in various fields of maintenance led the conference and about 8,000 executives concerned with plant maintenance attended. The two volumes comprise 278 pages, 8½ x 11, and include 47 pages of tables, diagrams, illustrations, graphs and charts. Five hundred and fifty-four questions submitted by the audience are answered in the second volume.

The books are available from Clapp & Poliak, Inc., 341 Madison Ave., New York 17, N. Y. Price for both, postpaid, is two dollars.

Chicago—Combining increased efficiency with marked economy, a new jaw-head hammer with replaceable rawhide faces is being marketed by the Chicago Rawhide Manufacturing Company.

"This new jaw-head Rawhide hammer," said Harold W. Munro, of the Hammer and Mallet Division of the Company, "permits easiest replacement of faces yet developed. Workman simply loosens nut, slips a new face between adjustable jaws of hammer head, tightens nut and the hammer is again ready for use."

Waterbuffalo hide, not available during the

war, is again being used by this company in its products. Following many experiments with substitute materials, it was proven that nothing could match this hide for resilience necessary for powerful blows in combination with ability to stand up under long, continuous use.

Many factors combine to make rawhide the ideal striking surface for assembling, shaping, adjusting and dismantling valuable parts without surface or other injury. It does not become soft or brittle under extremes of heat or cold. Such extremes usually make some much higher priced materials useless. Rawhide does not chip—to endanger eyes or fall into precision work. Rawhide striking surfaces do not load up with metal particles, mark or discolor finished surfaces or spark against metals. Rawhide blows, with less bounce and more follow-through, invariably separate "frozen" parts when other striking materials have failed.

Chicago Rawhide Manufacturing Company offers a complete line of rawhide striking tools in every standard size and type, with many special sizes for particular jobs. Production, repair and maintenance workers have long appreciated the range of sizes, the balanced striking power and economy of these tools.

Philadelphia—"Our Story in Pictures" is the title of a 16 page booklet issued by American Non-Gran Bronze Co., Berwyn, Pa.—describes, illustrates contract manufacturing facilities of the company for precision machine work, bronze and centrifugal castings and Non-Gran bronze products. Includes, in outline, several production problems the company has helped solve.

Southbridge, Mass.—A new, clear plastic cover plate to protect costly welding plates from damage is announced by American Optical Company.

These new plastic plates—manufactured from methyl methacrylate, the material used for bombers' noses and navigators' turrets during the war—meet the optical requirements of the Federal Bureau of Standards.

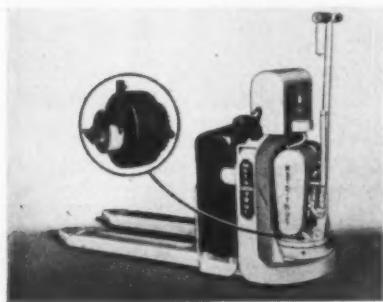
The plates do not pit as readily from welding spatter as glass plates; are .060" thick assuring adequate impact resistance and will

outlast ordinary glass cover plates many times over.

Two sizes available: standard, 2" x 4 1/4" and a slightly smaller size, 2" x 4 1/8", provided on special order.

Cleveland—Rated as two engineering "firsts" by The Moto-Truc Co., 1953 E. 59th Street, Cleveland, Ohio, originator of motorized hand trucks, are a new, shorter, lighter 12- or 18-volt pallet truck, and an automotive-type, internal expanding brake now being made standard on all Moto-Truc models.

For the first time in trucks of this type, the



"World's shortest, lightest, high-powered pallet truck," claims Moto-Truc Co.

brake is mounted on the side of the drive wheel as an integral part. Two internal expanding, self-synchronizing, vulcanized brake shoes inside a cast Meehanite drum provide smooth, positive brake action under all load and floor conditions.

Another advantage of the new Moto-Truc pallet truck is its shorter over-all length—only 23 1/4" longer than the load—for operating in smaller spaces. The easy-grip, roller-type handle controls two speeds forward and two speeds reverse. Electric pump is located on top of truck for accessibility. Safety is accented by exclusive all-welded frame, motor guard for protection from operator's feet, and "dead man controls." Lower battery mounting improves stability.

New York—American Brake Shoe Company announces consolidation of all operations of its Canadian subsidiaries into one corporation, the Dominion Brake Shoe Company, Ltd., a wholly owned subsidiary. The operating assets and business of Joliette Steel Limited and Ramapo of Canada, Ltd., were acquired by Dominion Brake Shoe Company, Ltd.

With this consolidation, Dominion Brake Shoe will operate all the Canadian plants of the parent company through five divisions. These operating divisions will be the Brake Shoe Division, Joliette Steel Division, Canadian Ramapo Division, American Brakebloc

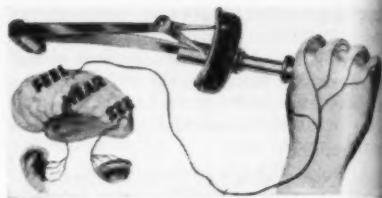
Division, and Kellogg Division.

Dominion Brake Shoe Company, Ltd., will make its principal office at 1405 Peel Street, Montreal, P. Q., Canada. It will continue to operate plants located at Lindsay, Niagara Falls and St. Thomas, in Ontario, and at Joliette, Quebec.

Products of Dominion Brake Shoe Company, Ltd., include brake shoes, track equipment, manganese steel castings, automotive brake lining, air compressors, paint spray equipment.

Philadelphia—Lifting speeds up to 41 feet per minute, a lower as well as an upper limit stop, and a wide "pick-up" angle, are three of the new performance features of the Chain-Type Load King Electric Hoist just announced by The Yale & Towne Manufacturing Company, Philadelphia Division.

The hoist is available in load capacities of 500, 1000, and 1500 pounds. Standard models lift loads through any height up to 40 feet. The hoist's principal distinction is that link chain, over an electrically driven sheave, supports the load. This permits extra long lifting lengths since wound-up chain does not wrap around a drum but collects in a metal container as the hook raises. Thus, for high lifts requiring long chains, all that is needed is a larger chain container. Write the company at Philadelphia, 15, Pa.—ask for bulletin P-1172.



Torque Wrenches "faster than thought" claims Plumb Tool Co. of Los Angeles.

wrench eliminates dangerous strains, breakage, binding, loosening, chatter, leakage, squeaks, and stripped threads of nuts, bolts and other threaded parts. With three methods of control available, an operator can work in blind spots, in bad light, in noisy places and under other adverse conditions.

Fact and Opinion

From Page 13

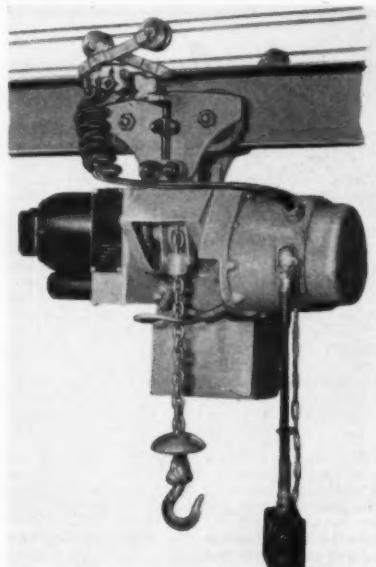
Pipe Machinery Co. and field editor for MANAGE. The Club's purposes and activities are presented in a manner that should develop genuine interest among firms in that area . . . A monthly "Bulletin" is now being published for its members by the Robertshaw Foremen's Assn., Youngwood, Pa. More and more management clubs are finding such news sheets advantageous. Important thing is to keep them inexpensive . . . When Delco's General Manager Frank Irelan accepted an invitation to speak before the Chicago Rawhide Management Club in March, the Club added interest to its announcement by an outline map of Ohio, Indiana and Illinois—mapped Irelan's route from Dayton to Chicago—referred to him as "Mr. NAF, himself." Attached was biographical data . . .

Yorkville Works (Wheeling Steel) Management Club's February meeting which was addressed by the Company's General Sales Manager W. M. Hall, scored 25 column inches of publicity in the local paper, thanks to nice pitching by their publicity arm of which Victor Gregory is chairman . . . Discussion Leader's Handbook for group study of the economic primer "How We Live" is available from The American Economic Foundation, 295 Madison Avenue, N. Y. City 17—Price \$5 . . . Eastern Air Lines publication THE GREAT SILVER FLEET NEWS for January-February reprints Judge Matthew W. Hill's article "God Give Us Men . . . Men Who Think" from August 1949 issue of MANAGE.

A man had barely paid off the mortgage on his house when he mortgaged it again to buy a car. Then he sought a loan broker to borrow money on the car so he could build a garage.

"If I do make you the loan," asked the broker, "how will you buy gas for the car?"

"It seems to me," the man replied with dignity, "that a fellow who owns his own house, car and garage should be able to get credit for gas."—Pure Oil News.



Chain-Type Load King Electric Hoist by Yale & Towne.

Los Angeles—Addition of twelve high-speed PROTO torque wrenches that are controlled by three senses—feeling, sound and sight—has been announced by M. B. Pendleton, president of Plumb Tool Company, Los Angeles. Employing the nerve system and its instantaneous, automatic (involuntary) reflex muscular reactions, the control method actually is faster than thought.

A trip lever is set at the desired torque reading, and when the wrench is pulled to this exact reading the lever trips a signal trigger. At this very instant, a strong, definite impulse is imparted to the hand and a loud click is sounded. The resulting sensations of feeling and sound cause the operator to release the wrench at the desired torque setting. The operator may also watch a pointer advance along an easy-to-read dial and see when the proper torque is reached.

The reflex method permits speedy factory production, inspection, laboratory tests and repairs to cars, trucks, tractors, etc. Because of its laboratory accuracy, this type of torque

WE'RE BACKING and BOOSTING NAF

Lincoln Extension Institute, Inc.
1401 W. 75th St.
CLEVELAND 2, OHIO
"The School of the Factory Executive"

LOUIS S. VOSBURGH, President
J. FRANCIS CARLE, M.A.
Educational Director

Write for free 48 page descriptive brochure "Getting Ahead In Industry"

COATED PRODUCTS COMMENTS



Investigation which leads to three advantages

The correct selection and application of coated abrasives can effect worthwhile reductions in unit cost, gain higher production, and improve quality. Our files contain many cases in point where an examination of methods has revealed cost-cutting opportunities through changes in the particular type of abrasive used. Or, in the adoption of a different means of application. With the technical advances which have been made in machines and materials, it becomes important to focus increased attention on improved abrasive tools, and the new ways which have

been found to realize their full efficiency. CARBORUNDUM's specialized experience in developing and fitting coated abrasives to a wide range of jobs can be of value to you in meeting changing conditions. This service is now utilized by many concerns which are noted for production efficiency. The same service is readily available to you. We welcome the opportunity of working with you toward better utilization of the best coated abrasives for your requirements. Coated Products Division, The Carborundum Company, Niagara Falls, New York.

COATED ABRASIVES BY **CARBORUNDUM**

TRADE MARK

Making ALL abrasive products... to give you the proper ONE



"Carborundum" is a registered trademark which indicates manufacture by
The Carborundum Company

thought"
geles.

ns, break-
leakage,
nuts, bolts
the methods
in work in
places and

Page 11

editor for
oses and
manner
interest
monthly
shed for
Law Fore-
More and
finding
us. Im-
inexpen-
General Man-
an invita-
go Raw-
arch, the
announce-
of Ohio,
Ireland's
—refer-
himself."
a . . .
(Steel)
meeting,
company's
M. Hall,
plicity in
pitching
Victor
discussion
study of
"Live" is
Economic
ue, N. Y.
Air Lines
SILVER
February
Hill's ar-
Men Who
issue of

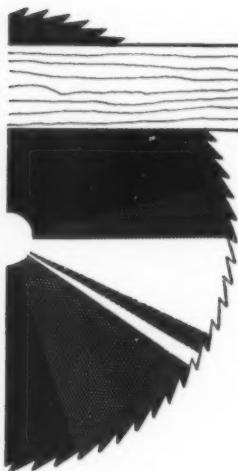
the mort-
mortgaged
sought a
y on the
," asked
y gas for

replied
ho owns
e should
Pure Oil

April 1950

pride of product...pride of personnel!

Since its beginning, The Peerless Saw Company has contributed to the increasing efficiency of American industry. By devoting its activities to the production of high grade industrial saw blades only, Peerless best serves the requirements of critical Management Men — today and tomorrow.



Peerless Circular Saws—made only from Chrome Nickel Saw Steel developed for properties so necessary in the operation of this tool. Knowledge and experience, born of long specialization by members of the Peerless organization, result in the proving of this product over a long period of years—and under the most rigid applications.



Peerless Narrow Band Saws—made from Swedish Steel, native properties of which, together with our advanced methods in manufacturing, make for their continued acceptance by industry. Peerless quality insures efficiency and high production levels with minimum attention and maintenance. Initial cost is low too!

Peerless Saws

CIRCULAR AND NARROW BAND SAWS FOR WOOD, PLASTICS AND NON-FERROUS METALS

WRITE THE PEERLESS SAW COMPANY
571 South Third Street, Columbus 15, Ohio

ell!

NS—
na-
to-
meth-
for
e by
in-
pro-
af-
Ini-

S
ALS